

April 28, 2011

Sumter County Board of County Commissioners 7375 Powell Road Wildwood, FL 34785

#### **RE: RFP # 006-0-2011/AT SUMTER COUNTY TRANSPORTATION SERVICES**

Dear Selection Committee Members:

Transitioning to a new transit operation is an exciting and important task for Sumter County. You need an experienced team of professionals to help guide Sumter County through this time of transition and into your new future of providing enhanced transportation services to your county's residents.

That's why Ride Right, LLC, a State of Missouri certified WBE, is excited to submit a proposal for Sumter County Transportation Services RFP # 006-0-2011/AT.

Sumter County's best choice to manage this program is Ride Right, as we can draw on the strengths of our corporate leadership team, our local General Manager, our experience with transportation coordination, our technical expertise, and our ability to deliver high value at a reduced cost to the County.

Ride Right's executive leadership team, composed of senior level individuals who have a wealth of transportation-related knowledge, averages more than 20 years of experience. Your county will benefit from their knowledge of paratransit services, deviated fixed routes, non-emergency medical transport, and comprehensive training. Unlike the leadership of other large transportation management organizations, they will be personally focused on and available to Sumter County. Your personnel will see that each member of our leadership team is invested in the success of the program and will be directly involved to ensure a smooth implementation and productive operations.

Ride Right is pleased to present a proposal that details our approach and experience to meet Sumter County's objectives. Included are one (1) original, five (5) copies, and one (1) electronic copy of our response. We have read, understand, and agree to all requirements, as provided in the RFP. I am the person authorized to make representation for Ride Right, and this proposal is a firm and irrevocable offer for a period of 90 days.

Please feel free to contact me with any questions. I look forward to working with Sumter County.

Sincerely,

Alaina Macia
President and CEO

amacia@ride-right.net

Alaina Vacia

# PART 4 PROPOSALS DOCUMENTS

#### **PROPOSALS COVER PAGE**

Name of Firm, Entity or Organization:
Ride Right, LLC
Federal Employer Identification Number (FEIN): 26-3937729
State of Florida License Number (If Applicable): M08000005593
Name of Contact Person: Alaina Macia
Title: President and CEO
E-Mail Address: amacia@ride-right.net
Mailing Address: 16 Hawk Ridge Drive
Street Address (if different):
City, State, Zip: Lake St. Louis, MO 63367
<b>Telephone:</b> (636) 561-5686
Organizational Structure - Please Check One:
Corporation Partnership Proprietorship Joint Venture Other *LLC
If Corporation:  Date of Incorporation: N/A  State of Incorporation: N/A
States Registered in as Foreign Corporation: N/A
Authorized Signature:
Print Name: Alaina Macia
Signature: Mami (Mace '
(1
Title: President and CEO



## RFP # 006-0-2011/AT

# **Sumter County Transportation Services**

# Prepared for Sumter County Board of County Commissioners

Submitted by:

Ride Right, LLC

April 28, 2011



#### **PROPOSER'S CERTIFICATION**

Submit To: Sumter County Board of County Commissioners 7375 Powell Road Wildwood, Florida, 34785 Phone 352-689-4400 Fax 352-689-4401		REQUEST FO		INTY COMMISSIONERS FP) CERTIFICATION VLEDGMENT
DUE DATE: April 28, 2011	DUE TIME:	10:00 am	RFP#	006-0-2011/AT
TITLE: Sumter County Transportation Services				
VENDOR NAME:			PHONE NUMBE	ER:
Ride Right, LLC			(636) 561-56	86
VENDOR MAILING ADDRE	:00:	· <del>- ii</del> -ii-ii	FAX NUMBER	
16 Hawk Ridge Dri	ve		(636) 561-29	
CITY/STATE/ZIP:			E-MAIL ADDRES	
Lake St. Louis, MO 633	367	a	macia@ride-ri	ght.net
commencement will be considered in award of this RFP and that cancellation of award will be considered if commencement time is not met, and that untimely commencement may be cause for termination of contract. I further certify that the services will meet or exceed the RFP requirements. I, the undersigned, declare that I have carefully examined the RFP, specifications, terms and conditions as applicable for this Request, and that I am thoroughly familiar with all provisions and the quality and type of coverage and services specified. I further declare that I have not divulged, discussed, or compared this RFP with any other Offeror and have not colluded with any Offerors or parties to an RFP whatsoever for any fraudulent purpose."				
Addendum # Addendum	# Addendu	m# Add	endum #	Addendum #
"I certify that this quote is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting an RFP for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this RFP and certify that I am authorized to sign this response and that the offer is in compliance with all requirements of the RFP, including but not limited to certification requirements. In conducting offers with an agency for Sumter County Board of County Commissioners (BOCC), respondent agrees that if this Proposals is accepted, the respondent will convey, sell, assign, or transfer to the Sumter County BOCC all rights, title and interest in and to all causes of action it may now or hereafter acquire under the anti-trust laws of the United States for price fixing relating to the particular commodities or services purchased or acquired by the COUNTY. At the Sumter County BOCC discretion, such assignment shall be made and become effective at the time the purchasing agency renders final payment to the respondent."  Alaina Macia, President and CEO  Authorized Agent Name, Title (Print)  Authorized Signature  Date				

This form must be completed and returned with your Submittal

# PROPOSALS FORM FOR BOARD OF SUMTER COUNTY COMMISSIONERS



Name of Firm Submitting Qualifications Ride Right, LLC
Name of Person Submitting Qualifications Alaina Macia
PROPOSER ACKNOWLEDGMENT "The undersigned hereby declares that he/she has informed himself/herself fully in regard to all conditions to the work to be done, and that he/she has examined the RFP and Specifications for the work and comments hereto attached. The Vendor proposes and agrees, if this submission is accepted, to contract with the Board of Sumter County Commissioners, to furnish all necessary materials, equipment, labor and services necessary to complete the work covered by the RFP and Contract Documents for this Project. The Vendor agrees to accept in full compensation for each item the prices named in the schedules incorporated herein."
Mama Macia Signature  4/21/11
<u>4/2///</u> Date
[] Check if exception(s) or deviation(s) to Specifications. Attach separate sheet(s) detailing reason and type for the exception or deviation.
This document must be completed and returned with your Submittal

#### STATEMENT OF TERMS AND CONDITIONS This document must be completed and returned with your Submittal

This document must be complete

PUBLIC ENTITY CRIME: A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity orms may not submit a Proposals/Bid on a contract to provide any goods or services to a public entity, for the construction or repair of a public building or public work, may not submit Proposals/Bid so neases of real property to a public entity, may not be swarded or perform work as a contractor, suppliar, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287,017, for CATEGORY TWO for a period of 38 months from the date of being placed on the convicted wendor list. INDEMNIFICATION: The Contractor agrees to indemnify and hold harmless Board of Sumiter County Commissioners, and their elected officials, employees and volunteers from and against all claims, losses and expenses, including legal costs, arising out of or resulting from, the performance of this contract, provided that any such claims, demanse, loss of expenses is sufficient to the contract, provided that any such claims, demanse, loss of expenses is sufficient act or omission of the tenant. PROHIBITION OF LOBEYING: During the black out period which is, the period between the time the submittation to represent the provided at Contracts? Purchasing and the lime the Board awards the contract, no proposar, no lobylst, principal, or other person may lobby, on behalf of a competing party in a particular procurement matter, stronger of the Board, or any Board employee other than the Financial Services Manager. Volation of this provision may result in disqualification of violating party. All questions regarding this Request for Proposals (RFP) or invitetor to the Board, or any Board employee other than the Financial Services Manager.

ANTI TRUST LAWS: By submission of a signed RFP or BID, the successful Vendor asknowledge and the understance of the Contract hereunder is

GOVERNING LAWS AND REGULATIONS: The vendor is required to be familiar with and shall be responsible for complying with all federal, state and local laws, ordinances, rules and regulations that in any

menner affect the work.

PROPRIETARY/CONFIDENTIAL INFORMATION: Vendors are herby notified that all Information submitted as part of, or in support of RFP's/BID's, will be available for public inspection ten days affer opening of the RFP's/BID's or until a short list is recommended whichever comes first, in compliance with Chapter 119, and 287 of the Florida Statutes. Any person wishing to view the RFP's/BID's must make an appointment by calling the Financial Services Manager at (352) 689-4435. All RFP's/BID's must make an appointment by calling the Financial Services Manager at (352) 689-4435. All RFP's/BID's must make an appointment by calling the Financial Services Manager at (352) 689-4435. All RFP's/BID's must make an appointment by calling the Financial Services Manager at (352) 689-4435. All RFP's/BID's must make an appointment by calling the property of the Board. Unless information submitted is proprietary, copy written, trademarked, or patents, the Board reserves the right to utilize any or all information, ideas, conceptions, or portions of any RFP/BID, in its best interest.

TAXES: The Board of Sumiter County Commissioners is exempt from any taxes imposed by the State end/or Federal Government. Exemption certificates will be provided upon request.

NON-COLLUSION DEGLARATION: By signing this RFP/BID, all Vendors shall affirm that they shall not collusive or sham Proposals in connection with such work; or which their RFP/BID has been submitted; or to refrain from Bidding in connection with such work; or have in any manner, directly or indirectly, sought by parson to fix the price or prices in the RFP/BID price of any other Bidder, or to fix any overhead, prill, or cost selements of the RFP/BID price or the RFP/BID price of any other Bidder, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against any other Bidder, or any person Interested in the proposed work.

ROPOSER RESPONSIBILITY: Invitation by the Boards to vendors is based on the recipient's apposite PROPRIETARY/CONFIDENTIAL INFORMATION: Vendors are herby notified that all information

PROPOSER RESPONSIBILITY: Invitation by the Boards to vendors is based on the recipient's specific reguest and application to DemandSter by Onvie at <a href="https://www.DemandSter.com">www.DemandSter.com</a> (800) 711-1712) or as the result of response by the public to the legal advertisements required by State law. Firms or individuals submit their responses on a voluntary basis, and therefore are not entitled to compensation of any kind.

OWNERSHIP OF SUBMITTALS: All responses, inquiries or correspondence relating to or in reference to this RFP/BID, and all other reports, charts, displays, schedules, swhibits and other documentation submitted by the vendors will become the property of the Board. Reference to literature submitted with a previous RFP/BID will not relieve the Bidder from including any required documents with this RFP/BID.

EXAMINATION OF BID DOCUMENTS: Each Bidder shall carefully examine the RFP/BID Document to ensure all pages have been received, all drawings and/or Specifications and other applicable documents and included, and shall inform himself thoroughly regarding any and all conditions and requirements that may in any manner affect cost, progress or performance of the work to be performed under the Contract. Ignorance on the part of the CONTRACTOR will in no way relieve him of the obligations and responsibilities assumed under the Contract.

on the part of the CONTRACTOR will in no way relieve him of the obligations and responsibilities assumed under the Contract.

VENDOR RESPONSIBILITY: Vendors are fully and completely responsible for the labeling, identification and delivery of their submittals. The Financial Services Manager will not be responsible for any mislabeled or mislificated submissions, nor those handled by delivery persons, couriers, or the US Postal Service.

DRUG FREE WORKPLACE: All Proposers/Bidders shall submit the enclosed, duly signed and noterized form entitled "Drug Free Workplace Certificate". The Drug Free Workplace Vendor shall have the burden of demonstrating that his program compiles with Section 287,087 of the Fiorida Statutes, and any other applicable state law.

BOARD OF SUMTER COUNTY COMMISSIONERS, are political subdivisions of the State of Florida, and reserve the right to reject any and/or all submittals, reserve the right to walve any informatities or irregularities in the examination process, and reserve the right to eward contracts and/or in the best interest of the Boards. Submittels not meeting stated minimum terms and qualifications may be rejected by the Boards as non-responsive. The Boards reserve the right to reject any or all submittels without cause. The Boards reserves the right to reject the submittels without cause. The Boards reserves the right to reject the submission of any Vendor in arears or in default upon any debt or contract to the Boards, or who has failed to perform fallhfully any previous contract with the Boards or with other governmental

agericaes. PURLIC RECORDS LAW: Correspondence, materials and documents received pursuant to this REP/BID

PUBLIC RECORDS LAW: Correspondence, materials and documents received pursuant to this RFP/BID become public records subject to the provisions of Chapter 119, Florida Statutes.

VERIFICATION OF TIME: Nextet time is hereby established as the Official Time of the Boards.

PREPARATION OF PROPOSALS/BIDS:

Signature of the Bidder: The Bidder must sign the RFP/BID FORMS in the space provided for the signature. If the Proposer/Bidder is an individual, the words "doing business as "must appear beneath such signature. In the case of a partnership, the signature of at least one of the partners must follow the firm name and the words, "Member of the Firm" should be written beneath such signature. If the Proposer/Bidder is a corporation, the title of the officer signing the RFP/BID no behalf of the corporation must be stated and evidence of his authority to sign the RFP/BID no behalf of the corporation must be stated and evidence of his authority to sign the RFP/BID not behalf of the corporation must be stated and evidence of his authority to sign the RFP/BID must be submitted. The Proposer/Bidder shall state in the RFP/BID FORMS the name and address of each person interested therein.

Basis for Bidding: The price proposed for each item shall be on a tump sum or unit price basis according to specifications on the RFP/BID FORM. The proposed prices shall remain unchanged for the duration of the Contract and no claims for cost escalation during the progress of the work will be considered, unless otherwise provided herein.

Contract and no claims for cost escalation during the progress of the work will be considered, unless curievists provided herein.

Total Proposed Price/Total Contract Sum Proposed: If applicable, the total price bid for the work shall be the aggregate of the lump sum prices proposed and/or unit prices multiplied by the appropriate satinated quantities for the individual items and shall be stated in figures in the appropriate place on the RFP/BID FORM. In the event that there is a discrepancy on the RFP/BID FORM due to unit price extensions or additions, the corrected extensions and additions shall be used to determine the project bid smount.

TABULATION: Those wishing to receive an official tabulation of the results of the opening of this RFP/BID are to submit a self-addressed, stamped business size (No. 10) envelope, prominently marked on the front lower left side, with the RFP identification. Tabulation requested by telephone, fax or electronic media will not be accepted.

OBLIGATION OF WINNING BIDDER: The contents of the RFP/BID of the successful proposer/bldder will become contractual obligations if acquisition action ensues. Fallure of the successful Proposer/Bidder to accept these obligations in a contract may result in cancellation of the award and such vendor may be removed

accept these obligations in a contract may result in calcellation of the award and such vendor may be removed from future participation.

AWARD OF BID: it is the Boards' Intent to select a vendor within sixty (60) calendar days of the deadline for receipt of Proposals/Bids. However, Proposals/Bids must be firm and valid for award for at least ninety (60) calendar days after the deadline for receipt of the RFP/BID.

ADDITIONAL REQUIREMENTS: The firms shall furnish such additional information as the Boards may reasonably require. This includes information which indicates financial resources as well as ability to provide the services. The Boards reserve the right to make investigations of the qualifications of the firm as it deems

appropriate.

PREPARATION COSTS: The Boards shall not be obligated or be liable for any costs incurred by

PREPARATION COSTS: The Boards shall not be obligated or be liable for any costs incurred by Proposers/Bidders prior to Issuance of a contract. All costs to prepare and submit a response to this RFP/BID shall be borns by the Proposer/Bidder. TIMELINESS: All work will commence upon authorization from the Boards' representative (Financial Services Manager). All work will proceed in a timely manner without delays. The Contractor shall commence the work UPON RECEIPT OF NOTICE TO PROCEED and/or ORDER PLACED (PURCHASE ORDER PRESENTED), and shall deliver in accordance to the terms and conditions outlined and agreed upon herein.

DELIVERY: All prices shall be FOB Destination, Sumter County, Florida, inside delivery unless otherwise

SPECINED. ADDITIONAL SERVICES/PURCHASES BY OTHER PUBLIC AGENCIES ("PIGGY-BACK"):

specified
ADDITIONAL SERVICES/PURCHASES BY OTHER PUBLIC AGENCIES ("PIGGY-BACK"):
The Vendor by submitting a Bid acknowledges that other Public Agencies may seek to "Piggy-Back" under the same terms and conditions, during the effective period of any resulting contract - services and/or purchases being offered in this Bid, for the same prices end/or terms proposed. Vendor has the option to agree or clasgree to allow contract Piggy-Back on a case-by-case basis. Before a Public Agency is allowed to Piggy-Back on a case-by-case basis. Before a Public Agency is allowed to Piggy-Back or a case-by-case basis. Before a Public Agency is allowed to Piggy-Back and the proposed of the proposed of the proposed of the seeking Agency cannot Piggy-Back.
PLANS, FORMS & SPECIFICATIONS: Bid Packages are available from the Financial Services Manager. These packages are available for pictup or by mail. If requested to mail, the Propose/Bidder must supply a courter account number (UPS, Fedex, etc). Proposer/Bidders are required to use the official RFP/BID FORMS and all allachments itemized herein, are to be submitted as a single document. Any variation from the minimum specifications must be dearly stated on the RFP/BID FORM and/or Exceptions/Deviations Sheet(s). Only one set of plans, forms, and specifications will be furnished each company or corporation interested in submitting a Proposals/bid. RFP/BID FORM documents for this project are free of charge and are available on-line and are downloadable (vendor must pay any DemandSurfess or any shippling). MANUFACTURER'S ANAME AND APPROVED EQUIVALENTS: Any manufacturer's names, trade names, brand names, information endor catalog numbers listed in a specification are for information and not intended to limit competition unless otherwise indicated. The Proposar/Bidder may ofter any brand for which he is an authorized representative, which meets or exceeds the RFP/BID FORM the manufacturer's protous RFP/BID's are based on equivalent products, indicate on the RFP/BID FORM the manufacturer' designated representative. QUANTITIES: The quantities as specified in this RFP/BID are estimates only and are not to be construed as

ed minimums

guaranteed minimums.

SAMPLES: Samples of Items, when called for, shall be furnished free of expense, and if not destroyed may, upon request, be returned at the Proposer's Bidder's expense. Each sample shall be labeled with the Proposer's Bidder's name, manufacturer brand name and number, RFP/BID number and Item reference. Samples of successful Proposer's Bidder's Items may remain on file for the term of the contract for return of samples shall be accompanied by Instructions which include shipping authorization and must be received at time of opening. Samples not returned may be disposed of by the Boards within a reasonable time and demand ananomatia.

as deemed appropriate.

DOCUMENT RE-CREATION: Vendor may choose to re-create any document(s) required for this solicitation, but must do so at his own risk. All required information in the original Board format must be included in any re-created document. Submittals may be deemed non-responsive if required information is not included in any re-

Clama Vaca (Signature and Date)

#### REFERENCE & SIMILAR PROJECTS EXPERIENCE FORM

City: Cincinnati		State: Of	nio	Zip Code: 45202
Point of Contact:	Kevin Holt	I	Dates of W	ork: January 2010 to Present
Phone Number: (	513) 946-2132	:	Fax Numbe	er: (513) 242-1295
E-mail Address:	holtk@jfs.hamilton-co	o.org ·		
Project Name:	Transit Services			

Owner / Business Name: City of Lancaster			,
Project Location / Address: 746 Lawrence S	Street		
City: Lancaster	State: Of	nio	Zip Code: 43130
Point of Contact: Carrie S.	1	Dates of Work: Ja	anuary 2011 to Present
Phone Number: (740) 687-6858		Fax Number: (740) 681-5088	
E-mail Address: cwoody@ci.lancaster.oh.	.us		
Project Name: Transit Services			
Brief Description of Project: Operation and administration of the Lan scheduling, and dispatching using Route training of all staff and drivers.			

Project Location / Address: 166 Linco	oinway		
City: Valparaiso	State: Inc	diana.	Zip Code: 46383
Point of Contact: Tyler Kent		Dates of Work	September 2010 to Present
Phone Number: (219) 462-1161		Fax Number: (219) 476-9015	
E-mail Address: tkent@valpo.us			
Project Name: Transit Services			
Brief Description of Project:			

CONTRACTOR'S AFFIDAVIT

#### Sumter County Board of County Commissioners - SUMTER COUNTY TRANSPORTATION SERVICES

Missouri State of <del>Florida -</del> County of St. Charles
Before me personally appeared Alaina Macia who is (title) President and CEO of (the company described herein) Ride Right, LLC being duly sworn, deposes and says that the foregoing statements are a true and accurate statement of the position of said organization as of the date thereof, and, that the statements and answers to the foregoing experience questionnaire are correct and true as of the date of this affidavit; and, that he/she understands that intentional inclusion of false, deceptive, or fraudulent statements of this application constitutes fraud; and, agrees to furnish any pertinent information requested by The Sumter County Board of County Commissioner deemed necessary to verify the statements made in this application or regarding the ability, standing and general reputation of the applicant.
Sworn to and subscribed before me this
NANETTE K. MEAGHER Notary Public - Notary Seal STATE OF MISSOURI St. Charles County My Commission Expires: Oct. 5, 2014 Commission # 10024998

This document must be completed and returned with your Submittal

#### DRUG FREE WORKPLACE CERTIFICATE

l, the u	undersigned, in accordance with Florida Statute 287.087, hereby certify that,			
	Ride Right, LLC			
(print c	or type name of firm)			
Ø	Publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace named above, and specifying actions that will be taken against violations of such prohibition.			
×	Informs employees about the dangers of drug abuse in the work place, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that my be imposed upon employees for drug use violations.			
×	Gives each employee engaged in providing commodities or contractual services that are under Proposals or bid, a copy of the statement specified above.			
×	Notifies the employees that as a condition of working on the commodities or contractual services that are under Proposals or bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, please or guilty or nolo contendere to, any violation of Chapter 1893, or of any controlled substance law of the State of Florida or the United States, for a violation occurring in the work place, no later than five (5) days after such conviction, and requires employees to sign copies of such written (*) statement to acknowledge their receipt.			
Ø	Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.			
×	Makes a good faith effort to continue to maintain a drug free work place through the implementation of			
×	the drug free workplace program. "As a person authorized to sign this statement, I certify that the above named business, firm or			
	corporation complies fully with the requirements set forth herein".			
	Authorized Signature			
	Authorized Signature			
	——————————————————————————————————————			
State of	r: Missouri			
	of; St. Charles			
	to and subscribed before me this <u>21</u> day of <u>12pril</u> , 20 <u>11</u>			
7	ally known or Produced Identification (Specify Type of Identification)			
1	re of Notary NANETTE K. MEAGHER			
-	Notary Public - Notary Seal			
My Con	St. Charles County			
(seal)	Commission # 10024998			

This document must be completed and returned with your Submittal

# OPERATING AGREEMENT OF RIDE RIGHT, LLC

This Agreement, dated as of the 29th day of December, 2008, is between the following parties:

- 1. Alaina Macia, Lynn Griswold, Peggy Griswold, and Gary Richardson; and
- 2. Ride Right, LLC (the "LLC"), a Limited Liability Company formed and existing under the laws of the State of Missouri, with its principal place of business at 16 Hawk Ridge Drive, Lake St. Louis, MO 63367.

#### **BACKGROUND**

WHEREAS, the parties formed the Limited Liability Company pursuant to the Missouri Limited Liability Company Act (the "LLC Act") and operate the Limited Liability Company pursuant to the Missouri Limited Liability Company Act and desire to operate under the terms of this Limited Liability Company Operating Agreement.

#### **TERMS AND CONDITIONS**

Intending to be legally bound, the parties agree as follows:

# ARTICLE 1 PRELIMINARY MATTERS: EFFECTIVE DATE OF AGREEMENT, FORMATION OF LLC, INITIAL MEMBERS, ADMINISTRATION, ETC.

- 1.1 <u>Effective Date of Agreement; Enforceability</u>. The effective date of this Agreement (the "Effective Date") shall be the date of filing of the Articles of Organization of the LLC (the "Articles").
- 1.2 <u>LLC's Name, Purpose, Etc</u>. The LLC's name, purpose, registered agent, registered office, duration and form of management shall be as set forth in the Articles.
- 1.3 <u>Principal Place of Business of LLC</u>. The LLC's principal place of business shall be 16 Hawk Ridge Drive, Lake St. Louis, MO 63367. The Manager may change the LLC's principal place of business from time to time in the Manager's sole discretion.
- 1.4 Reservation of Management of LLC to Managers; Appointment of Initial Manager. The management of the LLC is reserved to a Manager. The LLC shall be managed by a General Manager (the "Manager") who shall also be given the title of President and CEO. The LLC's initial Manager shall be Alaina Macia, Member.



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#### **Executive Summary**

#### **Understanding Sumter County Transportation**

Paratransit transportation service is a vital component in the Sumter County transportation matrix, and you should be proud of the success this service has achieved. As you move forward with this much-needed service, you will want a contractor who understands your goals and objectives, and who has the experience and willingness to partner with the County to continue providing quality service with no disruption to your ridership. In addition, you will want a contractor who understands your existing partnerships and is willing to forge new relationships with these entities to continue doing business in a way that provides consistent and high-quality service to your ridership.

There is no company better positioned to help Sumter County achieve its goals than Ride Right, LLC, supported by Medical Transportation Management, Inc. (MTM). We are a company with the necessary experience and expertise to provide

**Every Trip is Important** 

only the highest quality services to Sumter County passengers. Our commitment to quality is best reflected by our motto, "Every Trip is Important." Through this commitment, our clients realize and understand our philosophy of upholding high quality standards for every passenger and every trip. Throughout our growing book of business, we take a customer-focused approach unparalleled in the industry.

With Ride Right, Sumter County is ensured safe, efficient, and reliable transportation for its passengers at a cost-efficient rate. We have a rich history of experience in Florida. We understand the County's goals and have developed the following strategic approach, which we are excited to implement in a partnership with Sumter County.

# Sumter County Objectives







#### Reduced Costs

Ride Right has the experience with similar transit systems to find ways to reduce costs substantially while retaining the current service offerings. Throughout our book of business, we have a history of effecting a downward trend in costs by utilizing economy of scale concepts and adapting routes and schedules to the needs of the community. In Valparaiso, Indiana, for instance, Ride Right has lowered the City's cost of operation by more than 25%, saving the City more than \$20,000 per month.

Another way to reduce costs is by leveraging available public and private grant opportunities. Because creating sustainable, stable transportation systems for our clients is important to Ride Right, we often seek to ensure or increase mobility accessibility through alternate funding sources. For example, in Martin County, Florida, we helped County officials secure funding that allowed for Saturday service. Ride Right's CFO, Gary Richardson, regularly reviews funding opportunities in conjunction with our inhouse Grant Opportunity team, exploring options for alternate funding such as federal and state grants. Other efforts Ride Right can bring to the table will include coordinating discovery meetings with the Florida Department of Transportation and examining existing contracts for both MTM and Ride Right to glean further insight into relevant opportunities.

#### **Broader Innovation**

For its transit operation, Sumter County seeks to continue providing its passengers the high level of service they deserve and have come to expect, while exploring and implementing alternative resources for increased service offerings. Through the economies of scale concepts we apply to each of our contracts, as well as the wealth of diverse national experience leveraged by MTM, Ride Right has the proven methods for finding and applying alternative transportation resources and increasing mobility options to a community's passenger population.

The City can look to the positive change we've effected for current clients and know that we will provide similar performance for your operation. For example, in our Valparaiso, Indiana operations, total monthly ridership on their V-Line intracity bus system increased to 8,136 in January 2011. It marked the first time in its history that the system exceeded 8,000 riders in a month, topping the previous high by about 650. This was the fifth consecutive record breaking month since Ride Right assumed operations in September 2010.

#### **Increased Efficiency**

Through Ride Right's proven reservation and scheduling processes, and our expertise at negotiating pickup times, we will increase the efficiency of Sumter County's operations. A key to effective scheduling is developing a relationship with the local facilities that make up most common drop-off points. These close working partnerships are vital in building routes, designing multi-load opportunities,





and increasing flexibility in scheduling. In our Martin County, Florida operation, transit personnel work closely with dialysis centers, nursing homes, and hospitals to foster the most time-efficient scheduling of appointments so as to utilize multi-load opportunities most effectively. Longer trips, such as out-of-county, are scheduled during certain days of the week so as to reduce one-person trips and maximize multi-load routing opportunities. Through the identification of efficient routes and schedules, as well as this partnership with local facilities, ridership in Martin County, Florida, has increased more than 415 percent in the 16 months since Ride Right assumed operation of the public transit routes. Ride Right has the experience to help Sumter County increase their service through efficient scheduling and routing, and will bring this expertise to the County's program.

#### **Overall Quality Enhancement**

Sumter County wants to continue to provide its passengers with the high level of service they deserve and have come to expect. Ride Right, as an ambassador of the Sumter County transit operation, considers this the ultimate goal in the administration of this contract. Through our comprehensive training program, we will continue to equip all employees with the skill set to consistently deliver topnotch customer service. Furthermore, we have procedures in place that ensure we are responsive to complaints.

Ride Right has a strong history of delivering quality service, lowering complaint rates, and reducing complaint response time. Our focus on customer service and continual improvement means we will solicit appropriate feedback, analyze comments and complaints, determine underlying issues, and resolve problems.

Because we are a smaller company with national transit management expertise, we are able to foster constant lines of communication with County authorities, and bring a more hands-on approach to a community's transportation system. We service our clients with a nimble and flexible approach that lends itself to quick change and process-improving innovation. Ride Right truly embodies all the benefits that come with a smaller company, including a willingness to adapt to local needs perhaps more quickly than a large corporate entity could. We will bring this forward-thinking approach to the Sumter County program, working collaboratively with the County to incorporate identified improvements into the program swiftly and without time-consuming corporate red tape.

#### **How Our Approach will Benefit Sumter County**

Budgets are tight across the United States, and as a result cost containment and reduction are important aspects of any transportation program. With a smaller company approach and large company resources we have the ability to operate with less overhead and apply more executive attention to our contracts. While other larger corporate transportation providers may have dozens or even hundreds of





contracts all requiring executive-level attention, Ride Right has a rare symbiosis of a smaller, family-owned company, backed by the wealth of resources afforded by our affiliated company, MTM. Because of this unique combination, Ride Right has the ability to provide our clients with immediate program support to achieve the goal of reducing costs and improving efficiencies. The key local staff members identified by Ride Right for the Sumter County operation are skilled facilitators who will encourage continuous program improvement with support from our corporate leadership team, composed of experts in various fields of the transit industry. Our proposed General Manager, Norman Whitaker, possesses invaluable local experience specific to transit operations in the state of Florida. Ride Right will provide superior expertise in achieving efficiency through the most effective use of technology and fleet resources, enabling us to schedule rides which will provide the service in the most efficient, least expensive method. Ride Right has a proven history of success in achieving each of these goals, and we have the right mix of talent, experience, and hands-on attention to bring this success to Sumter County.

#### **Industry-Leading Experience and Knowledge**

Another benefit the City will derive from Ride Right is the depth of our background as well as the specific nature of our past experience. Ride Right's executive leadership team, composed of senior level individuals who have a wealth of transportation-related knowledge, averages nearly 19 years of experience. The Sumter County program will benefit from their knowledge of paratransit services, fixed and deviated fixed routes, non-emergency medical transport, and comprehensive training. Unlike the leadership of other large transportation organizations, they will be personally focused on and available to your program. You will see that each member of our leadership team is invested in the success of the program and will be directly involved to ensure a smooth implementation and productive operations.

#### **Experienced Local Management Team**

Working in tandem with our leadership team, the local staff will leverage its knowledge of Florida transportation systems and the community it will serve. Norman Whitaker, our proposed General Manager, has an extended tenure with Lakeland Area Mass Transit, and recently assisted Central Florida Regional Transportation Association (LYNX) with the planning and design of the Model Orlando Regionally Efficient Travel Management Coordination Center (TMCC) project, and also provided assistance and support to the Polk County, Florida Transportation Services (PCTS). While with Lakeland Area Mass Transit, Norman held responsibility for hiring and training employees; developing training procedures; assisting with development of policies and procedures; assisting with advertising, promotions, and special projects; employee, customer, and community relations; street supervision; accident investigation; safety and security; run cutting; and route/service planning and development. Norman will oversee all operations for the Sumter County transit system, as well as Ride Right's team of well-qualified, thoroughly trained drivers, dispatch personnel, and other support staff.





Experience Summary of Proposed Staff		
Name and Title	Years of Relevant Experience	
Norman Whitaker General Manager	28	
Frank Ciccarella Vice President of Safety and Training	30	
Pat McNiff Vice President of Paratransit Operations	20	
Jason Ellis Director of Paratransit Technology	12	
Gary Richardson Chief Financial Officer	15	

**Figure 1.** Ride Right's executive leadership team and proposed Sumter County General Manager have an average of more than 20 years experience.

Ride Right is pleased to present a proposal that details our approach and experience to meet Sumter County's requirements for your transit operation. We have prepared a response that is in full compliance with your Request for Proposals, and we do not take any exceptions to the requirements laid out in the RFP. We look forward to your review and evaluation of our services, as outlined in this proposal, and welcome the opportunity to answer any additional questions and ultimately implement and manage the Sumter County program.





#### 1. Similar Experience

Ride Right is a Limited Liability Corporation (LLC) headquartered in Missouri. Our major business functions include ADA paratransit, fixed and deviated route service, and demand response transportation. In addition to these areas, our staff members have experience in the operation of shuttle service and special needs school transportation.

Ride Right was established in January 2009 by the leadership of Medical Transportation Management, Inc. (MTM), a transportation management company specializing in Medicaid brokerage. Created to be an operational arm of MTM and expand into areas of paratransit and fixed route service, Ride Right is an affiliated company of MTM. Ride Right and MTM report consolidated financial results.

**About MTM:** MTM has managed non-emergency transportation for state and county governments, managed care organizations, health systems, and other programs involving transportation for the disabled, underserved, and elderly since 1995. As one of the nation's largest and most experienced non-emergency medical transportation brokers, MTM contains or reduces cost and increases participant satisfaction for every client they serve. MTM provides more than 7 million trips for 3.5 million individuals in 28 states and the District of Columbia annually.

MTM's management manifests itself in many ways, including ADA paratransit, non-emergency medical transportation, mobility management, functional assessments for ADA paratransit eligibility, special needs school transportation, and travel training. MTM brings a wide variety of experience with a focus on achieving the highest levels of customer satisfaction.

Ride Right has shown our commitment to our clients' success by hiring an experienced team of paratransit staff members. The executive team includes staff from companies such as MV Transportation, Laidlaw Transit, First Transit, and Trapeze Software. Our leadership team is comprised of industry experts whose combined experience exceeds 90 years. Their experience is complemented by MTM's expertise in overall transportation management. Ride Right receives corporate support from MTM in administrative areas, such as accounting and human resources. Together, Ride Right and MTM employ a staff of more than 700 people.





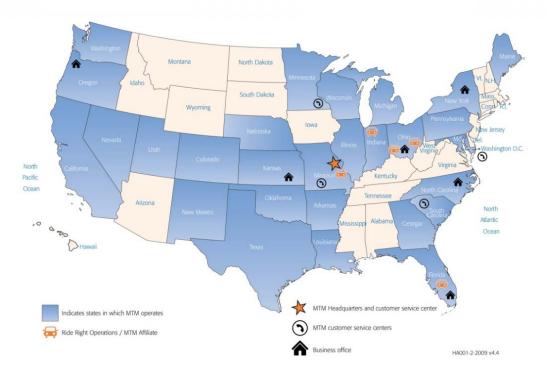


Figure 2. MTM and Ride Right provide services in 28 U.S. states and the District of Columbia.

#### **Description of Previous Experience**

Ride Right's experience and depth of expertise make us the best choice to help Sumter County achieve its goals. Throughout our ever-increasing book of business, we consistently provide transportation services in the most safe, efficient, and reliable methods. Current Ride Right transportation contracts involving vehicle operation, maintenance, and other activities include Hamilton County, Ohio (Cincinnati); Martin County, Florida; Valparaiso, Indiana; Lancaster, Ohio; and Clarion County, Pennsylvania. Under these operations, Ride Right oversees 116 vehicles, administers annual budgets of more than \$6.3 million, and serves a ridership of approximately 1,200 passengers per day by providing nearly 350,000 trips per year. Ride Right was also just recently selected by the County of Allegan, Michigan as the new public transit system provider. Ride Right will take over operation of the system on June 1, 2011, and the contract will run for three years with an option to renew for two additional years.





#### **Hamilton County, Ohio**

	Department of Job and Family Services (HCJFS) Hamilton County, Ohio
Time Period of Project	January 2010 to present
Contract Responsibilities	Dispatching vehicles, scheduling, managing 70 drivers and administrative staff, recruiting and training drivers, and coordinating contracted maintenance services
Number of Trips	Approximately 140,000 annually
Number of Vehicles	60
Ridership	Approximately 550 per day
Budget	\$3.3 million
Number of Staff	80

HCJFS faced severe budget cuts and was looking to decrease operating costs without sacrificing service quality or efficiency. Under this contract, MTM dispatches trips to Ride Right and two (2) other providers by coordinating paratransit transportation resources for general Medicaid, children services, and pregnancy-related services.

As part of this program, we transport roughly 550 special needs children with delayed skills or other disabilities each day to Individualized Education Programs. The service operates from 5 a.m. until 9 p.m. daily. This transportation required our Vice President of Safety and Training, Frank Ciccarella, to develop a customized driver training program that met the State Department of Education requirements for certified van drivers transporting special needs students.

Together, Ride Right and MTM also worked with the County to reduce no-shows and cancellations by more than 30 percent.





#### Martin County, Florida

	Commission for the Transportation Disadvantaged Martin County, Florida
Time Period of Project	January 2009 to present
Contract Responsibilities	Dispatching vehicles for paratransit and fixed and deviated fixed route service, conducting reservation and scheduling activities for approximately 2,500 paratransit and deviated fixed route trips per month, coordinating contracted vehicle maintenance, and recruiting and training drivers
Number of Trips	Approximately 30,000 annually
Number of Vehicles	10
Ridership	135 per day
Budget	\$500,000
Number of Staff	12

In January 2009, under MTM's management, Ride Right began serving as a transportation provider for Martin County. Under this contract, Ride Right provides medical and non-medical transportation services to the Transportation Disadvantaged community, including Medicaid recipients, individuals with physical or intellectual disabilities, the elderly, rural residents, and the economically disenfranchised. In addition, Ride Right provides shuttle services and deviated fixed-route service to the general public. Since Ride Right took over these two public transit routes 16 months ago, ridership has increased more than 415%, and the costs to the County have dropped by over 75% to \$6.33 per passenger.

Since implementation, a great deal of improvement has been noticed around the Martin County community. Ride Right has helped ensure transportation services are on time, more accessible, and more reliable. While making these improvements, we have maintained high satisfaction, low complaints, and have achieved greater efficiency to provide more trips. Under this service, Ride Right collects fares and sells bus passes on-board the circulator shuttles and fixed-route service.

Recognizing both Ride Right's and MTM's commitment to quality, innovative service in Martin County, we were awarded the Innovation of the Year Award for 2010. Awarded by the Florida Commission for the Transportation Disadvantaged (CTD), the award recognized our innovative, creative, and effective approaches for meeting the unique needs of the elderly, disabled, and underserved population.





#### Valparaiso, Indiana

	V-Line Bus Service
	City of Valparaiso, Indiana
Time Period of Project	September 2010 to present
	Operating, maintaining, and administrating the V-Line transportation
Contract Responsibilities	program; allowing deviations from published fixed routes to pick-up and
	drop-off passengers; and recruiting and training drivers
Number of Trips	Approximately 84,000 annually
Number of Vehicles	5
Ridership	Approximately 230 per day
Budget	\$525,000
Number of Staff	20

In addition to our services in Hamilton and Martin Counties, Ride Right is the service provider for the City of Valparaiso, Indiana's deviated fixed route V-Line bus service. This contract had been previously operated by McDonald Transit. Ride Right began offering services through the V-Line on September 1, 2010, as part of a three (3)-year contract. Under this contract, Ride Right operates, maintains, and administrates the V-Line transportation program. The V-Line services the Valparaiso area through several bus routes, on which buses can deviate from the published routes to pick-up and drop-off riders. In addition, the V-Line runs feeder service to the Dune Park Rail Station, enabling transfer to the Northern Indiana Commuter Rail District train service. The city has already approached us about expanding routes to neighboring municipalities. Ride Right has set ridership records during each of the seven (7) months it has operated the service. Ride Right expects to complete nearly 84,000 passenger trips covering approximately 170,000 revenue vehicle miles each year on the V-Line.

#### Lancaster, Ohio

	Lancaster Public Transit System Lancaster, Ohio
Time Period of Project	January 1, 2011 to present
Contract Responsibilities	Operation and administration of the Lancaster Public Transit System, which includes reservation, scheduling, and dispatching using RouteMatch software. We are responsible for recruitment and training of all staff and drivers.
Number of Trips	Approximately 65,000 annually
Number of Vehicles	20
Ridership	Approximately 180 per day
Budget	\$525,000 (recently expanded to \$1,100,000)
Number of Staff	25





Ride Right was awarded the contract for the Lancaster Public Transit System, which began service on January 1, 2011. This paratransit operation, formerly operated by MV Transit, services all of Fairfield County with 20 vehicles. Ridership is expected to be in excess of 65,000 passengers per year. The project had a very limited time for start up, but Ride Right enabled a smooth transition without any interruptions in service, and the City was extremely pleased. Following the first month of service, the City doubled the amount of available service hours and is confident in Ride Right's ability to handle the increase. In response to this expansion, the City is purchasing an additional five (5) vehicles.

#### Clarion County, Pennsylvania

	Clarion County Transportation Clarion County, Pennsylvania
Time Period of Project	April 1, 2011 to present
Contract Responsibilities	Operation and administration of the Clarion County Transportation, which includes reservation, scheduling, and dispatching. We are responsible for recruitment and training of all staff and drivers.
Number of Trips	Approximately 30,000 annually
Number of Vehicles	21
Ridership	Approximately 115 per day
Budget	\$900,000
Number of Staff	25

Clarion County and PennDOT wanted to achieve a program that contained program costs while maintaining service delivery and sheltering the County from financial risks due to unplanned budget deficits. This program is unique in that we are coordinating all services and multiple funding streams, including paratransit and non-emergency Medicaid transportation.

As with our Lancaster, Ohio contract, the program had a short implementation timeline, but we achieved a smooth start-up that did not impact transportation. Furthermore, we:

- 1. Implemented a thorough training plan for all administrative employees to strengthen trip intake, scheduling, and customer service skills.
- 2. Mandated strict driver credentialing, screening, and training, with thorough, consistent recordkeeping.
- 3. Mandated compliance with Federal and State requirements, especially as related to HIPPA rules and regulations.
- 4. Leveraged technology to improve scheduling efficiencies, recordkeeping, reporting, communication, and service levels.
- 5. Built and grew awareness of the transportation service through community outreach and a well-developed and executed marketing/branding strategy.





Through our efforts, we anticipate that we will increase ridership, contain costs, and increase passenger satisfaction.

#### Allegan County, Michigan

	Allegan County Transportation (ACT)
Time Period of Project	Starts June 1, 2011; three year contract with a two year renewal option
Contract Responsibilities	Ride Right will be responsible for the operation, maintenance, and administration of Allegan County Transportation (ACT). We are responsible for recruitment and training of all staff and drivers.
Number of Trips	55,000 trips annually
Number of Vehicles	28
Ridership	55,000
Budget	\$1.1 million
Number of Staff	21

Ride Right will be responsible for the operation, maintenance, and administration of Allegan County Transportation (ACT). Established in 2000, ACT is a reservation-based transportation service that services a population of approximately 110,000 people with its fleet of 28 buses and vans. Deviated routes are serviced on weekdays from 5:00am to 5:30pm with limited service in the evenings and weekends. Ride Right looks forward to facilitating a smooth and seamless transition, expanding and enhancing services, and containing costs for ACT.

I am looking forward to the new innovative ideas proposed by Ride Right, and to potentially increase services to the public we serve.

Dan Wedge, Transportation Director for Allegan County





#### **Repeating Positive Performance**

Sumter County can look to the positive change we've effected for our other fixed route and paratransit clients and know that we are confident we will consistently meet or exceed the RFP's requirement of 92% on-time performance. For example, in our Valparaiso, Indiana operations, total monthly ridership on their V-Line intracity bus system increased to 8,136 in January 2011. It marked the first time in its three (3) years of operation that the system exceeded 8,000 riders in a month, topping the previous high by about 650.

In Hamilton County, Ohio, Ride Right, in conjunction with MTM, reduced costs by \$3,359,400 during 2010:

2010 Hamilton County Cost Savings	
Estimated Trips Jan-Dec 2010	220,000
Previous Cost (\$49.33)	\$ 10,852,600
MTM Cost (\$34.06)	\$ 7,493,200
Difference	\$ 3,359,400

Figure 3. Ride Right effected a cost savings of more than \$3.3 million in Hamilton County in 2010.

Finally, Martin County, Florida, has benefited from increased service under our administration. With Ride Right's assistance, MTM was awarded two (2) New Freedom Section 5317 grants in Martin County. With these grants, MTM supplied demand response circulator shuttles for passengers to take to work, as well as to life sustaining and nutritional activities. These service shuttles, operated by Ride Right, expanded coverage in terms of geography and hours of operation. We have also used the service to fill gaps in transportation needs of local social service agencies.





#### References

Below is a listing of Ride Right's references. We are proud of all our projects and encourage you to contact any or all of the references listed to discover more about Ride Right's experience, background, and quality of work.

Exhibit L from your RFP is included in **Attachment A**.

1	2	3
Hamilton County, Ohio	Lancaster, Ohio	Valparaiso, Indiana
Kevin Holt	Carrie S. Woody	Tyler Kent
Hamilton County Department of	Public Transit Administrator	Transit Manager
Job and Family Services	City of Lancaster	City of Valparaiso
222 East Central Parkway	746 Lawrence Street	166 Lincolnway
Cincinnati, OH 45202	Lancaster, OH 43130	Valparaiso, IN 46383
(513) 946-1840	(740) 687-6858	(219) 462-1161
holtk@jfs.hamilton-co.org	cwoody@ci.lancaster.oh.us	tkent@valpo.us
Dispatching vehicles, scheduling,	Operation and administration of the	Operating, maintaining, and
managing 80 drivers and	Lancaster Public Transit System,	administrating the V-Line
administrative staff, recruiting and	which includes reservation,	transportation program; allowing
training drivers, and coordinating	scheduling, and dispatching using	deviations from published fixed
contracted maintenance services	RouteMatch software. We are	routes to pick-up and drop-off
	responsible for recruitment and	passengers; and recruiting and
	training of all staff and drivers.	training drivers
January 2010 to Present	January 2011 to Present	September 2010 to Present





#### 2. Description of Services to be Provided

Ride Right has thoroughly reviewed the Sumter County Request for Proposals and understands the services to be provided under this contract. The goal of the RFP is to provide transportation services to Sumter County customers, Monday through Friday, from 6:00 a.m. to 7:00 p.m., and to provide CTC-approved non-emergency stretcher and bariatric services 24/7/365 while maintaining or improving current quantity and quality of customer services at a lower cost.

We understand that this RFP contains two options, and we are submitting a response for Option 2 - containing the entire transit operation including 24/7 Non-Emergency Stretcher and Bariatric Services. Ride Right is qualified to provide the entire transit operation as follows:

- 1. Operating Sumter County Transportation to Exceed Program Objectives
- 2. Providing Quality Service to Delight the County and its Ridership
- 3. Leveraging and Hiring Experienced, Dedicated Personnel
- 4. Training All Employees to Deliver World-Class Service
- 5. Focusing on Safety in Everything We Do
- 6. Caring for County Vehicles to Ensure Safety and Reliability
- 7. Analyzing Program Data to Increase Efficiencies and Contain Costs
- 8. Following All Laws, Rules, and Regulations, Ensuring Total Compliance
- 9. Providing Additional Services to Expand Program Success
- 10. Leveraging Financial Strength to Operate the Program
- 11. Providing Seamless Transition, Implementation, and Startup

Ride Right and our contractors have extensive experience in each aspect of the Sumter County operations, and we have described how we will fulfill each duty of the project below.

#### 1. Operating Sumter County Transportation to Exceed Program Objectives

Under this contract, Ride Right will provide continual project management in our local facility. We will also manage the reservations, dispatching, and scheduling of all passenger trips, including non-emergency stretcher and bariatric.

#### **Project Management**

Effective project management is the hallmark of any successful transportation program and our methodology makes us the best choice for the Sumter County program. Leadership, both at an executive and a local level, will oversee all decisions and tasks, which are grouped into phases





consisting of planning and initiation, project execution, and monitoring and control. The General Manager selected for the Sumter County proposal was chosen following an exhaustive search for an individual with the specific cross-training and skill set appropriate for this program.

Cost efficiency and service effectiveness are achieved through Ride Right's dedicated service to the Sumter County program. Our project management team, drivers, staff, and General Manager are solely dedicated to the Sumter County system. Furthermore, throughout the life of the contract, we are continually looking for areas of improvement that will result in cost efficiencies, better performance, and service enhancements. Our proven project management approach has benefited all of our clients, as more fully detailed below.



Figure 4: Ride Right's Project Management Methodology

#### Leadership

Ride Right's leadership team, more fully detailed in Tab 3, is comprised of transportation experts with a wide breadth of relevant experience. This team serves as the cornerstone of the project. It will be dedicated to the management of the Sumter County program during implementation and startup, throughout the life of the contract, and in the event of a transition to another contractor. Working in tandem with our highly qualified local staff, we will provide a comprehensive, top-down perspective that addresses the Sumter County program's unique needs and requirements.

#### Planning and Initiation

From the outset of contract award, we work in a consultative, transparent capacity with our clients. This begins with a series of discovery meetings with stakeholders to assess program strengths, weaknesses, needs, and goals. From there, we tailor our project plan, the foundation of which was developed based on our team's many years of collective experience as well as current industry best





practices. This plan will detail and clarify all milestones and activities necessary to start the project with minimal to no negative program impact. A documented plan also provides a springboard that allows for effective communication among our staff and with the County.

#### Project Execution

Once our project plan is approved by the County, the General Manager and our leadership team will begin transition and implementation. More details on our transition approach are detailed below. Of importance is our communication and update approach, which is facilitated by weekly project meetings. This ensures adherence to the schedule, permits modifications, alerts key individuals of changing circumstances, and, ultimately, results in a successful startup.

#### Monitoring and Control

We have assumed Ride Right will be granted access to data within the County's software system, which will allow us to schedule or assist the County in scheduling Ride Right assigned trips. This will provide both Ride Right and Sumter County with insight into program successes and opportunities, and serve as a guide that checks and balances operational activities. Through monthly reporting and regular meetings, we will freely communicate our findings and have an understanding of the program's "vital signs," allowing us to nimbly make changes or increase oversight.

Unobserved road checks will be performed frequently throughout the day by the road supervisor, dispatch, and/or the General Manager. Drivers will be monitored for schedule adherence, safe driving, and passenger interaction. Monitoring and performing corrective actions through the road supervisor will keep the service on time and within scheduled parameters.

#### Continual Improvement

If leadership is the keystone of effective project management, continual improvement serves as the foundation. Successful transportation programs allow for flexibility to make changes and adjustments to daily protocols and processes. Program objectives will be met, if not exceeded, through effective communication and a commitment to doing whatever is necessary to offer the best service to Sumter County and its ridership.

#### Facility

Ride Right has identified a facility located at 8520 NE 43<sup>rd</sup> Way in Wildwood, which is located within Sumter County. This facility, illustrated in **Figure 5**, is a newer commercial building in the Wildwood industrial area and is where all operational and administrative duties will take place. Convenient to The Villages, this 60' by 100' building has two finished interior units plus a wash bay area to perform the





weekly vehicle cleaning as outlined in the RFP. There are multiple finished areas for use as conference rooms or offices. The location is fenced and has well-lit, secure parking for the entire Sumter County fleet with room for expansion of the fleet as needed. If, after contract award, Sumter County prefers that Ride Right use the existing County facility, Ride Right would be open to negotiations.



Figure 5: Proposed operations building.

#### Reservations

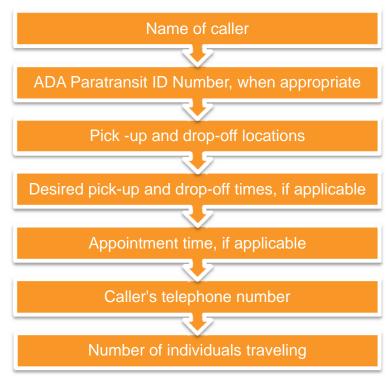
Ride Right understands that a good transportation experience starts with accurate data entry and attention to detail. To ensure this accuracy, Ride Right utilizes phone scripts to capture precise responses and efficient handling of information requests. Every call is handled with the utmost speed, courtesy, and respect. We train reservationists to be skillful in managing calls and tactful in minimizing talk times. All ride requests will be processed at the time they are received. Our reservationists will enter requested times and address information, and offer customers the appropriate service option. Most scheduling software platforms will also allow the reservationist to negotiate with the customer regarding times available for the specific ride requested. Ride Right will train our reservationist in techniques that will facilitate allowing the customer to choose the ride times that best suit their needs while ensuring that County resources are utilized efficiently. While we train and empower each of our





reservationists to provide stellar service, our experience also makes us aware that mistakes happen. Because of this experience, we incorporate daily quality control checks by our supervisors, proactively seeking out teaching opportunities that allow the reservationist who originally booked the transportation to correct the mistake and ensure that day of service is of the highest quality.

Generally during the reservations process, Ride Right records the following information about each caller:



Upon contract award, Ride Right will work closely with Sumter County to personalize scripts and information collected during calls.

Ride Right will only deny trips as set forth in the RFP and contract, and all turndowns by service component will be recorded and communicated to Sumter County. Turndown reports will be submitted with the comprehensive report package.

#### Scheduling

The first step in scheduling is the development of a framework of runs designed around the demand for trips. A report on the bookings per hour provides the beginning information necessary to create this daily schedule. Building on this framework Ride Right staff analyze all of the subscription trips to





maximize the core efficiencies on an ongoing basis and to ensure proper capacity remains to accommodate single trip requests. Although most scheduling software programs possess sophisticated scheduling capabilities, not all of them do, so Ride Right trains schedulers to closely review the schedules on a daily basis to ensure effective routing to maximize productivity. The scheduling process is then reviewed and updated quarterly working in partnership with the Director of Paratransit Technology to ensure best practices from all locations are applied throughout our contracts. These quarterly reviews ensure that the system is operating as efficiently as possible, that no quality assurance procedure is being overlooked, and that the routes are optimized for service demand and weather at the beginning of each season. The historical structure of the runs in use by the system compared against this information provides verification that the structure is in alignment with demand, or where changes need to be addressed. As changes become predictable, Ride Right will propose new routes and route schedules.

Ride Right also does data mining of historical trip data to identify passengers whose travel patterns exhibit subscription qualities, especially during off peak periods, and encourage standing order or subscription requests. We also use this data to analyze situations where clients may be better served not having subscription service due to frequent changes or cancellations, or where subscription trips are actually best served by being scheduled ad hoc with daily trips to increase overall efficiency of the service. Subscription service automatically generates the trip request which reduces incoming request by phone and allows for heightened service to other callers. Subscription rides are the backbone or "skeleton" of the service and subscription schedule quality is a major determining factor of overall system performance. Subscriptions will be reviewed and optimized based on current and accurate daily driver and reservationist feedback.

#### Dispatching

Ride Right's dispatch operation, along with its related processes of scheduling and routing, is one of the most vital components in a successful transportation system. For this reason, Ride Right devotes a great deal of time to the training of dispatchers, as well as having a developed and proven method of dispatch throughout our other contracts.

Dispatch is where all of the effort of the reservationists changes from abstract to the real world. It is up to the dispatchers to manage, not just monitor, the on-time performance of the routes to minimize the difference between scheduled productivity and realized productivity. The dispatcher is expected to identify and correct possible service difficulties by proactively monitoring the performance information. Identifying and resolving late deliveries and reroutes, responding to problem situations as they occur,





and communicating with drivers in such a way that they can avoid delays in service is the dispatcher's main focus. Ride Right trains the dispatch staff to evaluate routes for drivers in separate service areas, each with its own considerations.

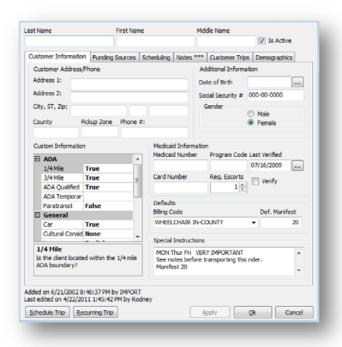
#### **Technology**

#### Software

Ride Right will use the County's existing
WillisWare Win Trip software to administer call
intake, scheduling, and routing for all trips. In
the future, should the County desire to utilize a
different scheduling system such as
StrataGen, RouteMatch, or Trapeze, among
others, our Director of Paratransit Technology
will be at the County's disposal for
implementation and transition.

#### Expertise

A key piece in our technology experience arsenal is Ride Right's Director of Paratransit Technology, Jason Ellis, who has 12 years of public transit scheduling and technology expertise. Jason will be a key member of Ride



Right's administrative oversight and transition team, and will be an invaluable resource in providing dedicated scheduling software support. Jason began his transit carrier as a Trapeze PASS trainer and project manager in 2001, managed a software customization to StrataGen software from 2005-08, became a Certified TS Administrator in August of 2008, after being one of the first graduates of RouteMatch University. His valuable expertise with training on scheduling optimization and performance enhancement goes beyond named Paratransit software packages as he has consulted with several software companies as they have developed and rolled out new products to their United States and European markets. Jason has also taken courses in ADA Paratransit Eligibility and Determination and serves on the APTA Technology Procurement Standards Committee.

Jason's most recent deployment for Ride Right has been to assist our client in Lancaster, Ohio to improve their operations in both scheduling efficiency as well as general application use. The key to this evaluation, and others that Jason has led, includes the end-to-end evaluation of the software from data entry and staff training to the detailed system parameters and reporting of the system as a whole. Each





evaluation is performed to ensure that as many scheduling decisions as possible are turned over to the software system. Care is taken to ensure that the routes that are being produced are above all "streetable". This means that the pick-ups and drop-offs are not only as logical as possible given the service demand, but that the times committed to when scheduling can be realized within the day of service.

Specific to Sumter County, an additional objective when performing these operational analyses will be to identify and train a local software champion. We will identify a person who has the skills and understanding of the Win Trip system, whether Ride Right or County staff, to provide a optimal balance of routed performance and customer service in an ongoing capacity. Jason will leverage his reservations, scheduling, and dispatch improvement insight for the County.

As part of Ride Right's focus on a smooth transition, Jason will provide support during the initial transition period and focus on resolving problems that impede the local staff's use of the system or data reporting barriers that may be encountered. After the initial transition to Ride Right, Jason will make a several day site visit to analyze the system parameters and work with reservationists, dispatchers, and drivers to determine the legacy software issues or training deficiencies. Utilizing both return visits and remote support sessions throughout the term of the contract, Jason will work to continually improve and implement new functionality as directed by the County. He will leverage his considerable experience in scheduling software to ensure a smooth transition and help investigate cost-saving innovations and increased efficiencies for the Sumter County program. For more details on Jason's expertise, please refer to his resume in **Attachment B**.

#### Hardware

We will also provide hardware to operate the scheduling software as well as reporting modules. A typical reliable and efficient array of computers sufficient to manage and administer the Sumter County program would include:

- Intel Core 2 Duo/Quad 2.66GHz or higher
- 2GB RAM or greater
- SATA Hard Disk Controller
- Hard Disk (120GB or greater)
- Dual Monitors (19" or larger)
- 128MB Graphics Card
- 1000BaseT 64 bit PCI-X Network Card
- CD/DVD ROM
- Multi-Outlet AC Surge Strip





- Windows XP SP3 / Windows Vista Business SP1
- Microsoft Office

#### 2. Providing Quality Service to Delight the County and its Ridership

Providing the highest quality service to Sumter County's ridership is the foundation upon which Ride Right builds its approach to your contract. Ride Right follows a proven method of setting and achieving high standards in each of our contracts by concentrating on four key areas: thorough and consistent administration, ensuring County and ridership satisfaction by exceeding expectations, handling and minimizing complaints, and upholding or exceeding required performance standards. Successful achievement in these four key areas, described more fully below, leads to overall success for a County's transit program.

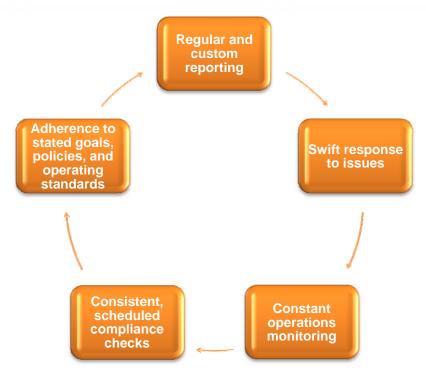
#### **Program Administration**

In order to administer the Sumter County project, Ride Right will partner with the County to implement and maintain this program in the most efficient manner possible, with the high integrity that Sumter County passengers deserve, and that Ride Right consistently delivers.

Ride Right feels that a close partnership with the local agency and transparency of operations are essential to administering a high integrity program. With this understanding, we make sure we operate with the highest levels of accountability in order to create and maintain a successful program. We ensure this, as demonstrated in **Figure 6**, through regular and custom reporting, swift response to issues, monitoring, compliance checks, and adherence to County goals, policies, and operating standards. Ride Right will work in tandem with County personnel to achieve desired goals and outcomes. This includes spending time to gather specific data, investigating complaints, implementing corrective action plans, conducting audits and sharing the results, exceeding preventive maintenance reporting standards, and much more. The Sumter County program will receive comprehensive insight into day-to-day operations and success from the start.







**Figure 6: Program Administration.** Ride Right administers projects to ensure program compliance and sustainability through these specific measures.

#### **Exceeding Client Expectations**

Sumter County will want a contractor that will provide on-time service, not miss any trips, be accident-free, and ensure all vehicles are properly maintained. Ultimately, you will want a contractor to adhere to a minimum on-time performance standard of 92% for transit services. Ride Right has these same goals for all of our clients and we focus on exceeding expectations at every turn. As shown below, we have improved operations in each of our current contracts.

Exceeding Client Expectations		
Hamilton County, OH	<ul> <li>25% reduction in no-shows and cancellations</li> <li>30% reduction in costs</li> <li>0.015% complaint rate</li> </ul>	
Martin County, FL	<ul> <li>415% increase in ridership</li> <li>75% reduction in costs per passenger</li> <li>0.6% complaint rate</li> </ul>	
Valparaiso, IN	<ul> <li>25% reduction in costs</li> <li>0 missed trips during contract</li> <li>98% on time performance</li> </ul>	
Lancaster, OH	10% increase in ridership	

Figure 7. Ride Right has consistently exceeded client expectations in all of our contracts.





In addition to meeting the 92% performance standard, ADA clients and dialysis patients will be picked up within 30 minutes of their scheduled pick-up time. As noted above, monthly reports will be submitted showing the status of on-time performance.

#### **Complaint Processing**

Comment and complaint cards and signage will be prominently displayed in all vehicles used for the Sumter County program. Complaint cards will only provide contact information provided by the CTC. Any complaints or comments received by Ride Right personnel will be immediately forwarded to the Sumter County Transit Manager. We understand and are thoroughly versed in this procedure, as this is the practice on other Ride Right operations.

Upon County direction, Ride Right will assume responsibility for investigation and follow-up action of all complaints, and will work with the County to provide a swift investigation and conclusion. A response will be provided to the County for all customer complaints within a reasonable time, and a monthly report that summarizes the responses and investigation status of each customer complaint will be provided.

Ensuring that the ridership of the Sumter County program receives the highest quality service will be one of Ride Right's foremost goals in administering this contract. We understand that customer service and responsiveness to complaints are two important components in the operation of your program. We have experience in both increasing responsiveness and providing award-winning customer service.



#### Initial Investigation

The General Manager will investigate the complaint by reviewing pertinent manifest data and will interview dispatchers and the vehicle operator as deemed appropriate. Information gathered relative to the complaint will be recorded and the root cause(s) of the complaint will be determined.





### Complainant Meeting

If necessary, or requested, the General Manager will contact the complainant to review all pertinent information. Results of the conversation will be documented and a resolution may be agreed upon at this time.

### Additional Investigation

Based on the complainant interview or facts that emerge from witness accounts, the General Manager may initiate additional fact-finding in order to resolve the complaint. Vehicle maintenance records and the driver's personnel file will be reviewed, and all information will be utilized in crafting a resolution. If required, the General Manager will call the passenger during the investigative stage to receive additional information. Resolution may also occur at this time.

### Exploration of Remedy

If a passenger complaint is the result of a preventable action on the part of an employee, the General Manager will inform our Vice President of Safety and Training so that appropriate re-training as well as disciplinary action may take place. The complainant and Sumter County staff will be made aware of any remedy or remedies put into effect.

### Discussion in Weekly Staff Meeting

The General Manager will review the proposed resolution with all appropriate BOCC and Ride Right staff to ensure compliance with all service policies and procedures.

#### Resolution

Resolution will occur when the General Manager has determined and understands the cause of the problem, when the appropriate department has taken action to ensure that measures are in place to prevent the problem from recurring, and when the passenger is satisfied with the complaint resolution.

Ride Right has a strong history of maintaining extremely low customer complaints and knows how to solicit appropriate feedback, track comments and complaints, determine underlying issues, and resolve problems. For example, in Hamilton County, Ohio, Ride Right has a complaint ratio that is well below the national average, as shown in **Figure 8**.





2010	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Complaints	8	3	2	0	2	0	0	0	0	0	0	0	15
Trips	5,825	5,811	8,550	9,651	9,133	7,904	8,555	7,387	9,412	9,571	8,949	6,393	97,141

**Figure 8: Hamilton County 2010 Complaints.** Ride Right has been successful in maintaining an extremely low complaint rate of 0.015% in our Hamilton County operations.

### **Operating/Performance Standards**

As outlined within the RFP, Ride Right will provide transportation in accordance with the following operating standards and procedures, so as to meet or exceed the 92% on-time performance minimums:

- Door-to-door service and door-through-door services for stretchers in accordance with guidance provided by Sumter County.
- Safe, courteous service in accordance with all applicable laws, ordinances and regulations.
- Shared rides must be utilized whenever possible.
- Wheelchair accessible vehicles must be used when requested by clients in wheelchairs who require transportation.
- Every effort must be made to minimize rider time on board the vehicle consistent with the goal of increasing efficiency and shared riding.
- Passengers shall be allowed 5 minutes to report for boarding measured from the time the driver notifies the client that he/she has arrived. If rider fails to acknowledge the vehicle presence and report for boarding within 5 minutes, driver may report the trip as a no show. In the event that driver arrives at the address more than 5 minutes before the scheduled pick-up time, customer shall have until the scheduled time to report for boarding. However, Ride Right must ascertain any special needs of the person in providing them with services.
- Ride Right will ensure that all drivers along the deviated-fixed route allow flag stops at safe locations until instructed otherwise.

# 3. Leveraging and Hiring Experienced, Dedicated Personnel

Ride Right has a history of hiring and establishing high-quality, dedicated personnel for each of our contracts, supplemented by the extraordinary talent and industry tenure of our executive management team. Further detailed information on each key staff member is found in Tab 3, and resumes are located in **Attachment B**.





### **Executive and Local Management**

Ride Right's management structure is rare in the industry, with a proven combination of experienced executive leadership and attentive local management. Ride Right's "small company approach, large company resources" allows us the potential to dedicate more executive attention to our contracts. Our executive leadership will work closely with and serve as mentors to the dedicated local staff assigned to the Sumter County program. Ride Right's leadership team and local staff will also work in coordination with the Sumter County Transit Manager. This allows us to provide your operation with immediate program support to achieve the goal of reducing costs and improving efficiencies. The General Manager identified for the Sumter County operation has been hand-picked to form a seamless management team with our executives in order to devote the most resources possible to your program.

### **Local Staffing**

Ride Right will provide a General Manager, drivers, a road supervisor, a dispatcher, and a reservationist, as outlined in Tab 3.

#### **Subcontractors**

To fulfill the non-emergency stretcher and bariatric services required under the Sumter County contract, Ride Right will subcontract with the following local vendors to provide services.

- Sumter County Transit
- Charity Cars Inc.
- Lake County Connection

- Mid State Taxi
- Sumter Lake Counties EMT

Each proposed provider has experience in performing the required duties, and Ride Right will work closely with Sumter County personnel to ensure high quality services from our subcontractors at all times.

In addition to the above providers, Ride Right will contract with Bushnell Paint and Body to provide maintenance on Ride Right-assigned Sumter County vehicles, outside of routine maintenance provided by the County.

# 4. Training All Employees to Deliver World-Class Service

Ride Right devotes a great deal of time and effort to our training programs. We have a proven curriculum designed by our Vice President of Safety and Training that ensures all Ride Right staff members assigned to an agency's program have a thorough knowledge of their position. We also ensure that necessary personnel are cross-trained to add a layer of redundancy to each position and to enhance each employee's worth and dedication to the program.





#### **Drivers**

Ride Right believes that driver training is essential for the proper operation of the Sumter County program, and we take pride in our proven ability to attract and retain the most qualified drivers and ensure their appropriate training. Our extensive experience in the paratransit field has taught us that a thorough and appropriate training program is central to the successful operation of a transportation program. We know that nothing demonstrates the quality of the services we provide more than a well-trained driver providing a safe, pleasant transportation experience to the County's customers.

Because your program's drivers are the last line of defense for productivity and the first line of defense for customer service, their feedback and input are highly regarded. Accordingly, Ride Right ensures that each driver is trained not only in the basics of driving, securement, and customer service, but also in reporting inefficient routing and identifying potential customer conflicts.

Our driver education program and training process involve highly regimented and professionally developed courses built around a curriculum featuring learning opportunities in two (2) major domains: Knowledge (education) and Skills (training). Various delivery mechanisms such as classroom, multimedia presentations, closed course observation, and behind-the-wheel skills building are used to support the learning process. Learning is evaluated through written quizzes, driving tests, and customer service skills evaluations.

Sample training materials outlining Ride Right's proposed training program are included in **Attachment C**. The following chart shows specific hours and courses included in Ride Right's driver training:

Ride Right Driver Training			
Behind-the-Wheel (BTW) Hours			
Unit 1 - Closed-Course Group Work			
Pre-Trip Inspections	1.0		
Brake Use and Certification / Transmissions	0.5		
Total	1.5		
Unit 2 - Closed-Course			
Steering	0.5		
Turns	0.5		
Intersections	1.0		
Backing	1.0		
Lane Change	0.5		
Service Stops	0.5		
Paratransit Review	0.5		
Total	4.5		





Ride Right Driver Training	
Behind-the-Wheel (BTW) Hours	
Unit 3 - Road Work 1:1	
Pre-Trip Inspection	0.5
Defensive Driving	4.0
Steering	0.5
Turns	2.0
Intersections	2.0
Backing	1.5
Service Stops	1.5
Lane Change	2.0
Specialized Passenger Equipment Review (Paratransit review)	3.0
Final Evaluation	1.0
Total	18.0
Total BTW Hours	24.0
In-Service Cadet Hours	14.0

Classroom Training Hours	
Introduction, Policies, and Procedures	1.0
ADA	1.0
The Basics of Safety	1.5
Substance Abuse	1.0
Security Awareness	1.5
Assistance Guidelines for Elderly and Disabled Passengers	4.0
Passenger Relations/Customer Service	2.0
Accident Procedures/Emergency Situations	2.0
Map Reading/Use/Scheduling/Radio Use	3.0
Pre-Trip Inspection/Daily Vehicle Inspection	2.0
Defensive Driving	4.0
Required Paperwork/Manifest Completion	1.0
Additional Courses	
Bloodborne Pathogens	2.0
First Aid / CPR	6.0
Total Classroom Training Hours	32.0
Total Driver Training Hours	70.0





Our driver training curriculum features:

- Ride Right Classroom Manual
- In person, one-on-one, and group training
- Facilitator guides

- Participant guides
- Minimum training standards
- Written tests
- Skills assessment

Ride Right will provide documentation that each driver has successfully completed the required training program.

### **Operations Staff**

Dispatchers and reservationists are a crucial part of a successful transportation program as they are the first point of customer contact. They manage and monitor performance while also serving as ambassadors, bridging the gap between Sumter County and its ridership. We also believe that because trip entry and data validation/confirmation from the beginning lends itself to efficient and accurate scheduling, we stress and promote good data entry and validation skills throughout our training. Because we understand the importance of these positions we also appreciate the hiring and retaining of effective dispatcher/reservationists. Ride Right trains and empowers these individuals to act in the best interest of the County, problem-solve, and resolve conflicts. To maintain this high level of service, dispatchers and reservationists will undergo the training described below.

Ride Right ensures that all of our dispatchers are first trained in manual dispatching and then in automated practices. With this training we instruct our dispatchers to strike the appropriate balance between customer service and efficiency for pre-scheduling and ensure that day-of-service decisions are made with safety and efficient operations in mind.

#### **Dispatcher/Reservationist Training Curriculum**

Module 1			
Company Advocate	2		
Emergency Procedures/First Responder Training	2		
Safety Advisory	2		
Passenger Assistance/Contract Requirements			
DVI Policy and DOT Regulations			
BTW Training/Classroom Training	49		
Module 1 Total Hours	61		
Module 2			
Customer Service Training	6		





Total Dispatcher Training Hours		
Module 3 Total Hours		
Overall Training (Dispatcher with BTW and Classroom already)		
Driver Behavior Recording Device (Smart Drive Training Session)		
Security Training		
Leadership Skills		
Map Reading, Service Area Familiarization	2	
Communication Skills	1	
Reasonable Suspicion Training	1	
Substance Abuse Policy		
Safety Ambassador		
Employee Advocate	1	
Module 3		
Module 2 Total Hours	20	
Dispatch decision making	4	
Routing and scheduling	4	
investigation and trip remediation		
<ul> <li>Reservations - communicating the win-win solution</li> <li>Customer Service Representatives - software</li> </ul>	2	
Win Trip		

#### **Road Supervisors**

Road Supervisors are a vital part of the operations team and will play an important role in maintaining high quality standards in the Sumter County program. The Road Supervisor will possess the ability to interact and work well with management, drivers, and riders. S/He receives training in being fair, approachable, friendly, and concerned in his/her professional relationships. The Road Supervisor generally works with the General Manager to handle problems, help with scheduling issues and time checks, and deal with passenger problems and client relations. S/He is required to keep accurate records of their activities and to document conversations as applicable.

One (1) part-time Road Supervisor will be provided for the Sumter County program. S/He will report directly to the General Manager, who will have close support from our Vice President of Safety and Training, Frank Ciccarella. Specific duties in relation to road supervision include:

- Enforcing all safety regulations
- · Assisting with contract compliance as directed
- Ensuring driver adherence to training and securement procedures
- Spot checking on-time performance





- Completing special projects as directed by the general manager
- Monitoring pick-ups/drop-offs at major trip generators

The Road Supervisor will travel in an accessible vehicle prepared for revenue service as appropriate. The Road Supervisors will have a minimum of one (1) year experience in a similar transportation position. A specified system will be put in place to make random observations as per the above regulations.

The Road Supervisor training program is located in **Attachment K**.

### Collisions/Retraining

The circumstances surrounding the collision and/or injury will be investigated to determine the root causes and to establish whether it is a preventable (at fault) or non-preventable (not at fault) collision or passenger injury. Definitions are as follows:

Non-Preventable Collision or Passenger Injury (Not at Fault)

Any collision or passenger injury that has no contributing factor(s) to the event on the part of Ride Right.

Preventable Collision or Passenger Injury (At Fault)

A motor vehicle or passenger injury event in which the employee failed to do everything possible to prevent that event from occurring.

#### Motor Vehicle Collision Retraining

If a collision is deemed preventable (at fault), retraining will be performed by a certified trainer. The trainer will thoroughly review the collision and its root cause with the driver. The trainer will also ride with the employee, evaluate his/her abilities, and provide retraining appropriate for the collision type. All drivers involved in a Preventable Collision must be retrained as soon as practical before returning to revenue service. The recommended retraining form must be used to document what retraining is required.





### Required Retraining

A minimum of two (2) hours of retraining, encompassing the root cause of the collision is required as listed below:

- One (1) hour classroom training
  - Review of Defensive Driving
- One (1) hour of Behind the Wheel training
  - Review the Defensive Driving Program as it pertains to the collision
  - Return to the scene of the collision and discuss the employees' behavior(s) that contributed to the collision and how to prevent future collision
  - o Complete a "ride along evaluation"

After collision training is completed, a proficient grade is required prior to returning the employee to revenue service. Additional retraining may be required to reach proficiency. Automatic driver termination will occur for three (3) preventable collisions in a 36 month period, or two (2) preventable collisions in 12 months. All suspensions are served with no pay and there is no paid time off (PTO) allowed for suspension due to a preventable collision. Any mandated re-training time is payable at the employee's normal pay rate.

Preventable Collision	Documented Corrective Action	Retraining 2 Hour Min	1 to 5 Day Suspension	2-10 Day Suspension	Termination
1 <sup>st</sup> Preventable	✓	✓	✓		
in 12 Months					
2 <sup>nd</sup> Preventable	1				1
In 12 Months	•				•
2 <sup>nd</sup> Preventable	1	1		1	
In 24 Months	<b>V</b>	•		<b>V</b>	
3 <sup>rd</sup> Preventable	<b>\</b>				<b>✓</b>
In 24 Months	<b>V</b>				<b>V</b>
3 <sup>rd</sup> Preventable	<b>/</b>				1
In 36 Months	•				•
Rear End	1	1	1	1	1
Collision	•	▼	▼	•	•
Cell Phone	1				1
Violation	•				•

**Figure 9: Driver Discipline for Preventable Collisions.** Employee actions for rear end collisions may vary based on severity of occurrence.





### **Ongoing Annual and Refresher Training**

Ongoing training, in the form of in-service hours, is also an important component of Ride Right's driver education program and training process. As such, all drivers will be required to attend 12 hours of annual retraining as part of their in-service training program. Each program will be tailored to review operational issues and selected topic reviews, such as Railroad Crossing Safety, Wheelchair Securement, Customer Service, etc.

In addition, all Sumter County-assigned personnel will undergo annual training in the following categories:

- · Emergency procedures and security training
- Customer service training and phone etiquette
- Substance abuse policy
- Reasonable suspicion training
- Communication skills
- Map reading, service area familiarization
- Leadership skills

An eight (8)-hour mandatory refresher training program will be required for any driver involved in a preventable accident or as requested by the County. All training documentation will be kept on-site in each driver's file.

# 5. Focusing on Safety in Everything We Do

Establishing and maintaining a culture that demands safe behavior at all times is a solid foundation for building a successful safety plan. Ride Right's focus on safety is not just a means by which we meet RFP standards; it is the fundamental structure upon which we build each of our operations. Following Sumter County's Safety System Program Plan, Ride Right will ensure a culture of safe operations by employing a system of driver incentives/disincentives, establishing and maintaining a strict drug-free workplace policy, and complying with or exceeding all Department of Transportation substance abuse testing regulations.

### Adherence to County's Safety System Program Plan

Ride Right understands that we must meet the requirements of the County's Safety System Program Plan (SSPP) and Hazard Security Plan (HSP). We have thoroughly reviewed the SSPP and HSP and are confident that we can and will meet all requirements therein.





Establishing consistent safe behavior in a transit operation can be done, in part, by providing a steady flow of positive information and recognizing those who are performing safely. Ride Right's successful Safety Awareness Program, "Safety That is World Class," provides structure and a foundation for communicating safety messages and inspiring safe job performance at all levels within the business.

This excellent program inspires safe behavior among employees at all levels by:

- Generating system-wide participation in safety issues
- Encouraging employees to take ownership for safety results
- Engaging executives and managers at all levels, and encouraging their active participation in safety management and communication
- Sharing safety results at the location level or with individuals by celebrating success stories

These processes reduce the frequency of unsafe behaviors, occurrence of collisions, and compensable injuries.

We will create an awareness of safety-related issues while providing continuous education and communication through the following mechanisms:

- Posters, banners, and pennants
- Handouts and promotional items
- Newsletters
- Safety meetings
- · Executive visits to the field
- Regular audits

#### **Driver Incentives/Disincentives**

One of the most powerful tools in changing behavior is recognizing, in front of their peers, an individual's contribution and success. "Safety That is World Class" gives management staff the opportunity to recognize and reward effort and congratulate safe performance. Ride Right will collaborate with Sumter County to incorporate any elements of its existing safety program into the program we ultimately deploy as part of this contract. Please see our additional information on the Ride Right Safety Program in **Attachment D**.

Ride Right employs the following methods to promote safe driving:

- Drivers are given safe driving patches, jackets, and plaques to acknowledge safe driving
- Annual safety bonus
- Gift certificates are given based on satisfactory unobserved road checks





- Retraining for committing unsafe work place acts
- Retraining based on unsatisfactory unobserved road checks
- Retraining based on preventable collision determination

### **Drug-Free Workplace Policy**

A fully outlined and enforced drug and alcohol policy is in place as part of Ride Right's employee policies. Ride Right is committed to providing a safe, healthy, and productive work environment for our employees and Sumter County's ridership. That commitment is jeopardized when any one of our employees is under the influence of alcohol or drugs while at work, or possesses, distributes, or sells drugs or alcohol in the workplace.

The goal of our drug and alcohol policy is to balance our respect for individuals and their right to privacy with the need to maintain a safe, productive work environment. The intent of our policy is to show that our company supports a drug-free workplace. It is also the intent of our policy to send a clear message that drug and alcohol use in the workplace is incompatible with employment at our company. The policy covers actions which may be taken against the employee in the event of a policy violation.

Each employee is required to certify that s/he has received a copy of the policy. The acknowledgement of receipt and review of the policy should be signed off after review and placed in the employee's drug and alcohol file.

### **Substance Abuse General DOT Rules for Ride Right**

Our Ride Right DOT policy on substance abuse sets forth the rules and regulations that we follow according to the CFR Parts 40 and 655, including the following:

- Substance abuse testing requirements apply to all persons who perform safety sensitive functions as defined by the FTA.
- Any applicant who fails a pre-employment substance abuse test will not be hired.
- A negative pre-employment test must be received prior to driving a vehicle on the public street (behind-the-wheel training) or closed course (behind-the-wheel training), or performing maintenance on a vehicle.
- Any employee who fails a substance abuse test in accordance with the Ride Right policy will be discharged.
- A DOT substance abuse reference check must be completed and sent to each of the applicants'
  DOT employers for 24 months preceding the application date. All references must be kept in the
  employees substance abuse file.





### 6. Caring for County Vehicles to Ensure Safety and Reliability

Even though all routine and preventive maintenance of County fleet vehicles is performed by Sumter County staff and contractors, Ride Right understands that our careful use of these vehicles can increase their service spans, maintain vehicle values, and keep the fleet in top operational condition at all times. Ride Right will assume responsibility for road calls in case of vehicle breakdown or accident, and will institute and maintain our customary accident and incident procedures. We will provide all vehicle washing and interior cleaning according to our strict vehicle cleaning schedules, will ensure proper fuel levels daily, and will maintain all equipment installed in the vehicles, such as two-way radios and surveillance camera systems, to manufacturer's specifications. All passenger securement devices will be maintained in ready, operational condition at all times, and all driving personnel will be thoroughly trained in their use.

Ride Right, through our local subcontractor, Bushnell Paint and Body, will also maintain all vehicles necessary to operate the RFP-mandated bariatric and non-emergency stretcher service. Our subcontractor will also perform all collision-related repair as well as any other repair outside the standard Sumter County-provided routine and preventive maintenance.

#### **Road Calls**

In order to ensure on-time delivery of service, Ride Right will utilize a spare vehicle which has been previously pre-tripped and ready to roll at a moment's notice. In case of a breakdown the driver is to notify Dispatch and/or the Transit Manager, advising them of the problem. If the issue cannot be resolved over the radio, and if so directed by the County, an authorized staff person will get into this pre-tripped vehicle and go to the location of the breakdown should passengers be on board at the time. Upon arrival all passengers will be transferred to the newly arrived vehicle and proceed to their respective destinations. If no passengers are on the vehicle the new in-service vehicle will proceed to the next scheduled pick-up. As appropriate the dispatcher will attempt to reschedule subsequent trips on the affected route to ensure the least number of clients are impacted by the vehicle breakdown as is possible.

All road calls will be documented as required and reported monthly to Sumter County as outlined and will be reported as required on a daily basis.





#### **Accident and Incident Procedures**

In the event of an accident or incident involving a dedicated Sumter County vehicle during the contracted service hours, Ride Right will first immediately notify the Transit Manager, and will then complete an approved accident/incident form and comply with FTA procedures regarding post accident drug and alcohol testing. County personnel will be notified immediately in the event of a fatality or if there is transport to a medical facility.

Collisions can be very unnerving for those involved. However, in collision incidents, prompt medical attention for any injured persons, elimination or minimization of further hazards to traffic and nearby traffic area, protection of the collision scene, and complete and accurate recording of facts for further investigation and protection is of vital importance.

Every collision involving a Ride Right vehicle performing County service will be treated in the outlined manner regardless of the extent of damage. After review and investigation, a determination of preventability will be made and appropriate action taken.

After a collision, Ride Right drivers have the responsibility to follow all procedures as set forth in the Ride Right Manual, and:

- Remain calm
- Protect customers and themselves from injury
- Protect themselves and the company from excessive or fraudulent claims





Ride Right drivers follow seven (7) basic steps at a collision scene:

### Step 1: Remain Calm

- Remain professional
- Remember to make clear statements

### Step 2: Assess the Situation

- Immediately stop
- Determine if there are any injuries
- Assess damage
- Check for fire hazards
- Check for danger from traffic

### Step 3: Protect People then Property

- Do not move the vehicle and ask other drivers not to move their vehicles
- Evacuate the vehicle if necessary
- Gather information for dispatch (exact location, bus number, etc.), using an approved Accident/Incident Report Form (Throughout the collision situation,

Remain Calm

Step 2 Assess the Situation

Step 3 Protect People then Property

Step 4 Obtain Help/Call into Dispatch

Step 5 Reassure and Assist Passengers

Secure the Scene

**Gather Information** 

**Accident Steps** 

drivers must be concerned with preserving evidence that will protect Sumter County and Ride Right against fraudulent liability claims. The vehicle will not be moved until directed to do so by the police or a supervisor, and they have documented the evidence they need. Moving vehicles could destroy marks on the road, debris, or other evidence.)

Step

### Step 4: Obtain Help/Call Into Dispatch

- Give information to dispatch concerning:
  - The location of the collision including direction of travel
  - Name and vehicle number
  - A very brief description of the collision





### Step 5: Reassure and Assist Passengers

- Comfort and reassure passengers
- Inform them about the nature of the collision
- Tell them there is no danger of fire (if the driver is positive there is none)
- Let them know that the proper authorities have been notified and are on their way
- Administer first aid as needed

#### Step 6: Secure the Scene

- Set up emergency triangles
- Account for all customers
- Do not move a severely injured person unless the danger of fire or passing traffic makes it necessary
- Be prepared to calmly handle a customer who may become hysterical, go into shock, or have a heart attack

#### Step 7: Gather Information From:

- Customers
- Police Officers (information that is needed to complete the collision reports)
- Emergency Personnel
- Witnesses
- Other Drivers

#### **Collision Repair**

If awarded the Sumter County contract, Ride Right will subcontract all collision repair, as well as preventive and routine maintenance of non-County-owned vehicles (i.e., stretcher and bariatric care vehicles) to Bushnell Paint and Body, located in Bushnell.

Ride Right will be responsible for all costs of repair to vehicles for damage from collision, vandalism, misuse, or any other cause other than normal maintenance, which may occur while such vehicle is in the possession of Ride Right's employees or agents, excluding normal mechanical maintenance problems or damage resulting from improper vehicle maintenance. Any repair under this requirement will be performed within 30 days of date of damage.





### **Vehicle Cleaning**

Vehicle interiors will be swept daily, and exteriors will be cleaned at intervals sufficient to maintain a clean exterior appearance, at least weekly, and daily if possible or necessary. The cleaning of the vehicle will consist of washing all exterior surfaces including front, back, sides, roof, wheels, fender wells, and wheelhousing, and making sure all windows, mirrors, headlights, and rear lights are clean. During this service, the step wells will be cleaned and mopped, and interior doors will be scrubbed. The interior floor will be mopped, and windows, seats, stanchions, ceilings, ledges, and interior walls cleaned. During this cleaning, any graffiti will be removed. If graffiti is found or reported before the vehicle is due for cleaning, it will be removed immediately. The interior lights will be cleaned, as well as the driver's area. Damaged or torn seats or upholstery will be replaced within 24 hours.

The vehicle cleaning process will be recorded through a signed checklist, which will be customized for Sumter County vehicles. Please see **Attachment E** for Ride Right's currently utilized Vehicle Cleaning Checklist.

To ensure that vehicles are kept free of vermin and insects at all times, Ride Right maintenance personnel will exterminate all vermin and insects from all vehicles immediately upon their discovery, utilizing safe, non-hazardous and EPA-approved insecticides/materials. No fragrances will be used in the cleaning of the vehicles.

#### **Vehicle Radio System**

Ride Right understands that Sumter County will provide an operable two-way radio for each County vehicle used under the contract. Ride Right understands that no airtime is involved in the use of the radios, and that we will be responsible for maintaining and repairing any equipment damaged while under Ride Right's control.

#### **Surveillance Camera System**

Ride Right understands that surveillance cameras will be installed onboard each vehicle as required, and that Sumter County will have the right to require recorded clips from the system as the need arises. Video data will remain available for a period of no less than sixty (60) days.

Ride Right is pleased that the County is calling for the use of surveillance cameras on board each vehicle, and applaud your decision to do so for the safety and security of your passengers and drivers. We have previous experience in utilizing vehicle surveillance systems, implementing their use in our Valparaiso, Indiana project for their V-Line buses. This system is triggered by events such as speeding, shock, or driver activation, and captures video, audio, speed, and location for 15 seconds before and after a triggering event.





Ride Right will ensure that our drivers are fully prepared to use video surveillance technology by requiring:

- All drivers to attend a training program on the use and care of the surveillance system
- Any driver caught on video displaying improper driving behavior to be counseled by their manager and undergo driver retraining, if needed
- All drivers to be trained on the use of the manual trigger to record events

If a video surveillance system is not currently in place in Sumter County vehicles, Ride Right recommends the County consider using SmartDrive. We believe SmartDrive is superior to other competitive solutions as it captures a longer video clip of each event, has a fully integrated GPS mapping of all events, and is triggered during excessive speed. The SmartDrive system is proven to reduce accidents, increase efficiency, and reduce unwanted behaviors. The device is triggered by an event such as speeding, shock, or driver activation. The camera device captures video, audio, speed, and location for 15 seconds before and after a triggering event. A brochure describing this product's benefits and features is provided in **Attachment J.** 

### **Passenger Securement**

Passenger safety will be our top priority while operating vehicles for Sumter County. Ride Right requires passengers and drivers to utilize seat belts and safety restraints at all times. Drivers will ensure that each passenger is properly fastened and restrained with the seat belt prior to resuming vehicle movement.

Transporting wheelchairs or other mobility device users safely and securely is important to Ride Right. When transporting a passenger who uses a wheelchair or is mobility-limited, the driver will assist him/her in and out of the vehicle. Our drivers will be properly trained in operating the vehicle's wheelchair lift via remote device, as well as in the configurations of every vehicle's mobility device securement procedure. The driver will assist the passenger onto and off of the lift platform. Drivers will also be trained to assist ambulatory customers in using the lift device to enter and exit the vehicle. If a transfer from a wheelchair or scooter can be made without lifting or carrying the passenger, the driver will assist him/her into a seat. Also, drivers must properly secure all wheelchairs and motorized scooters to the vehicle using the proper equipment, and s/he must ensure passengers are properly secured to their device before allowing the vehicle to proceed.

#### Fuel

Ride Right's intent is to purchase fuel from Sumter County due to the favorable fuel rate from which the County benefits. As Sumter County would be our only client in the area, all fuel costs would be solely dedicated to Sumter County.





#### Maintenance

We understand that the County owns and will provide maintenance on all vehicles used under the contract, with the exception of vehicles used for stretcher and bariatric services.

### 7. Analyzing Program Data to Increase Efficiencies and Contain Costs

Ride Right has extensive experience in analyzing program data, and will bring this experience to Sumter County's operation in order to enhance collection and reporting. We have proven methods in place to collect, maintain, and report data to any requested entity. For this contract, we will supply any and all requested records or reports to the CTC. Ride Right will also ensure that all personnel are thoroughly trained in farebox operations and fare handling, and will facilitate all matters pertaining to fares in accordance with Sumter County regulations.

#### **Data Collection**

Ride Right will provide Sumter County with a record keeping system to collect data pertaining to operations, vehicles, employees, maintenance, inspections, and trips. Ride Right's Accounting Department will work with Sumter County to determine the exact nature of the data to be collected, and the reporting and analysis procedures that meets the County's requirements. For example, we can present, on a monthly basis, a breakdown of the total fees charged according to the Federal Transit Administration's Uniform System of Accounts. This information will be captured by the trip data and information that Ride Right inputs into the scheduling system.

### Accounting, Recordkeeping, and Reporting

Ride Right will utilize the County's Win Trip software system to provide recordkeeping, accounting, and reporting, and will provide all required and requested reports as applicable. All records will be accessible by all duly authorized persons, and data will be retained for a minimum of five (5) years after end of contract.

The Accounting Department will maintain the accounting system in accordance with acceptable accounting principles, utilizing the TD Commission's recognized Chart of Accounts as defined in the Transportation Accounting Consortium Model Uniform Accounting System for Rural and Specialized Transportation Providers.

All records regarding the Sumter County operation will be retained for a period of five (5) years, and access will be allowed for inspection, review, or audit at all reasonable times by persons duly authorized by Sumter County, the TD Commission, or the State. The County will have the right to conduct finance and compliance audits during normal business hours with forty-eight (48) hours notice.





Data within the County's accounting system will be provided in an appropriate format to allow the County to perform all third-party billing, and Ride Right's Accounting Department will work with the County to provide and submit invoices as appropriate. Such data will be provided on a timely basis in order to meet deadlines required by third-party billers.

Ride Right's accounting group will work with Sumter County personnel to develop customized record keeping that meets the County's requirements. Sumter County will receive comprehensive information on Ride Right's operations through daily, weekly, bi-weekly, monthly, bi-annual, annual, and as requested reports.

For example, we will provide, on a monthly basis, the number of all trips completed, identifying the number of riders by program or grant, trip purpose, and trip type, as well as monthly expenditure of funds by program or grant. Reports will detail demographic, operational, and financial data regarding coordination activities in the designated service area. Also on a monthly basis, Ride Right will compile and present the required data to complete the Annual Operating Report (AOR) and National Transit Database (NTD) reports in the properly specified format. Ride Right has extensive experience in compiling and reporting National Transit Database required information, as we currently assist our Valparaiso client in compiling NTD information with weekly ridership sampling. Consolidated annual data for the AOR will also be provided to the County and the LCB for submission to the Commission for Transportation Disadvantaged (CTD). Ride Right is also aware that Win Trip's reporting component is currently in the middle of a rewrite, and an update is expected early in the summer. Ride Right will work with WillisWare staff to test and validate all reports that existed prior to the reporting upgrade as well as any new reporting features which result from the upgrade.

Monthly reports will be provided by the 15<sup>th</sup> day of the following month, quarterly reports on the 15<sup>th</sup> day of the month following the end of the quarter, and annual reports by the 15<sup>th</sup> day of the month following the end of the year.

Per your RFP, Ride Right will also provide the specifically-requested Performance Measures Report, consisting of a written performance report reflecting the operations of the prior month. Each monthly report will include the following items:

- 1. The scheduled and actual hours for each deviated-fixed route
- 2. The actual ridership by transportation mode (Deviated-fixed Route bus, Medicaid, door to door, ADA complimentary services, charter, and special events) in the form of the official Monthly Ridership Reports
- 3. A comparison of actual revenue and expenditures to budgeted revenues and expenditures with explanations for variances for deviated-fixed route





- 4. Deviated-fixed Route Performance report which reports and ranks each route monthly based on the following:
  - a. Subsidy per passenger trip
  - b. Passengers per revenue hour
  - c. Passengers per revenue mile
  - d. Vehicle miles
  - e. Percent farebox return (percent of operating cost recovered through farebox)
  - f. Scheduled and actual revenue miles
  - g. Scheduled and actual revenue hours
  - h. Schedule of unanticipated extraordinary expenses for the prior quarter
  - i. Changes to authorized staffing
  - j. Running time adjustments
  - k. Any other information the County reasonably requests

In addition to those reports stated above, the following is a sampling of reports that can be generated for the Sumter County program. Also, see **Attachment F** for examples of the reports that we compile for our Valparaiso, Indiana operation.

Example Reports				
Report Frequency	Report Name			
	Administration Information			
	Operations Information			
Daily	Vehicle Information			
	Performance Summary			
	Late Trip Summary			
Weekly	Weekly Performance Indicators			
	Initial Monthly Performance Reports			
	Driver Complaint List with Resolution			
	Drug/Alcohol Testing			
Monthly	Vehicle Assignment and Mileage			
	Ridership			
	Revenue Hours			
	Fare Reconciliation			
Annual	National Transit Database			
As Deguested	Vehicle Maintenance and Roadcalls			
As Requested	Fraud Prevention			

### **Fare Handling**

Ride Right understands that fares charged are recommended by the LCB, are set by the BOCC, and are subject to change. Farebox revenue will be accounted for daily and collections for the month will be deducted from the monthly payment to Ride Right. Ride Right is experienced with both manual and electronic fareboxes and can accommodate our fare handling procedures to either device.





We designed our revenue collection and reconciliation procedures to ensure proper accountability, provide an audit trail, and minimize the potential for abuse. This is in response to our responsibility to safeguard our client's financial resources. Our system is based upon the principles of limited access, specific individual accountability, and joint responsibility of monies prior to deposit. We monitor daily fare collection activity from the route driver through bank deposit. Each element of the system is reconciled against total revenues to ensure that no losses occur. Should reconciliation identify losses, we act immediately to identify the source of the loss and apply appropriate measures to correct the situation.

### 8. Following All Laws, Rules, and Regulations, Ensuring Total Compliance

Ride Right will provide services in full compliance with all appropriate laws, rules, and regulations, including NTD, HIPAA, and other regulations. Ride Right will adhere to Medicaid and other guidelines between the County and funding agencies.

Ride Right will operate the Sumter County program in full compliance with all applicable federal, state, and local laws, rules, and regulations, such as the Transportation Disadvantaged Program, TDSP, FDOT sponsoring agencies, and the FTA standards for public transportation providers. Ride Right assures compliance with all stated policies contained within the Sumter County RFP.

### Federal and State Regulation Compliance

Ride Right has thoroughly reviewed each regulation and statute listed below and is in full compliance with all rules and regulations noted. Because we have a successful operation already established in Martin County, we are well versed in all state requirements specific to the State of Florida.

All services provided by Ride Right will be in compliance with the requirements of Section 427.011, Florida Statutes, Rule 14-90 of the Florida Administrative Code and Rule 41-2 FAC, and to the general public of Sumter County in conformance with local sponsoring agency requirements, policies, procedures, and standards as prescribed by the BOCC.

Ride Right hereby certifies that we are aware of and will comply with all federal, state, and local laws, rules, regulations, guidelines, plans and policies applicable to the provision of service under this contract, including but not limited to those listed below.





### Safety:

- Compliance with Section 341.061, F.S., and Rule 14-90, F.A.C., concerning System Safety;
- Compliance with Drug Free Workplace;
- Compliance with local, state, and federal laws, and CTD policies relating to drug testing;
- Compliance with Sumter County Maintenance Plan;
- Compliance with CTC System Safety Program Plan; and
- Compliance with BOCC insurance requirements by maintaining at least minimum liability insurance coverage in the amount of \$1,000,000 for each occurrence and \$2,000,000 aggregate.

### Civil Rights:

- Compliance with Title VI of the Civil Rights Act of 1964 and Section 504 of the Rehabilitation Act
  of 1973, as amended. The Operator gives this assurance in consideration of and for the
  purpose of obtaining federal grants, loans, contracts (except contracts of insurance or
  guaranty), property, discounts, or other federal financial assistance to programs or activities
  receiving or benefiting from federal financial assistance and agreeing to complete a Civil Rights
  Compliance Questionnaire if so required by the Coordinator.
- Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000d et seq., which prohibits
  discrimination on the basis of race, color, or national origin in programs and activities receiving
  or benefiting from federal financial assistance.
- The Health Insurance Portability and Accountability Act (HIPAA) to protect the personally identifiable health information of clients be transported.
- Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, which prohibits
  discrimination on the basis of disability in programs and activities receiving or benefiting from
  federal financial assistance.
- Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681 et seq., which
  prohibits discrimination on the basis of sex in education programs and activities receiving or
  benefiting from federal financial assistance.
- The Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., which prohibits discrimination on the basis of age in programs or activities receiving or benefiting from federal financial assistance.
- The Omnibus Budget Reconciliation Act of 1981, P.L. 97-35, which prohibits discrimination on the basis of sex and religion in programs and activities receiving or benefiting from federal financial assistance.
- The State of Florida, Office of the Governor, Executive Order Number 11-02, which requires verification of employment status of current and prospective employees through E-Verify.





- All regulations, guidelines, and standards lawfully adopted under the above statutes.
- The Americans with Disabilities Act of 1990, as it may be amended from time to time.

#### Standards and Performance:

- Florida Administrative Code: Chapter 14-90 Equipment and operational safety standards for bus transit systems
- Florida Administrative Code: Chapter 41-2
- Florida Statutes Chapter 427
- The Commission for the Transportation Disadvantaged Standards and Performance Requirements
- Sumter County Substance Abuse Policy
- Sumter County Transit Operations Manual
- Sumter County Maintenance Plan
- Sumter County System Safety Program Plan
- Sumter County Transportation Disadvantaged Service Plan

### HIPAA Compliance

Ride Right understands the importance of fully complying with the requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Ride Right keeps all recipient information confidential, and data and its elements are duly protected from unauthorized disclosure. We take measures to prudently safeguard and protect unauthorized disclosure of recipient information, and have established internal policies to ensure compliance with all confidentiality regulations.

To ensure our staff members and our subcontractors are HIPAA-compliant, we provide comprehensive initial and periodic training on HIPAA regulations and requirements. All staff members and drivers sign confidentiality agreements on an annual basis, which obligate them to provide safeguards restricting the use or disclosure of information not directly connected with the administration of this contract. In addition, we keep staff and subcontractors abreast of current HIPAA requirements through annual educational sessions.

We are aware that in the course of a trip, recipients may disclose and discuss their medical situations with their driver. Drivers are instructed they must not share this information with anyone other than medical professionals or other individuals involved in a "need to know" circumstance, such as a medical emergency.





All confidential information will be adequately protected with our process of destroying any material that contains Personal Health Information (PHI). At each of our business sites, we contract with a paper shredding company. We have various locked shredding bins spread throughout each of our facilities, ensuring staff members can easily and efficiently destroy personal information. We instruct our staff to promptly destroy all materials containing confidential information when they are no longer needed. In addition, we ask employees to pick up printed materials with PHI immediately. Our practice is to destroy all printed information containing PHI if the employee does not promptly pick it up from the printer. We have found that by doing so, we are able to effectively protect each recipient's right to confidentiality.

### 9. Providing Additional Services to Expand Program Success

One of the benefits of contracting with Ride Right to serve as your transit operator is the added features we can bring to Sumter County's program. We have innovative marketing and branding ideas developed by our in-house design team that will enhance and improve your operations, and heighten rider awareness of your County's program.

Ride Right also brings experience in finding grant opportunities and other often-overlooked funding streams, building and developing new routes for enhanced services and efficiencies, and providing emergency and special event transportation.

### **Marketing and Branding Program**

A well-executed marketing program, including a branding element, will serve to both maintain Sumter County's ridership base and attract new riders to the service. A successful marketing strategy increases awareness of the available transportation services, leading to an increase in ridership and to the County's bottom line.

Changes and improvements to Sumter County's transportation program can be communicated through various methods, including town hall meetings and printed materials such as flyers and handouts. Ride Right has an in-house team available for graphic design, copywriting, and other branding and marketing services, including print material and website development. A dedicated Ride Right-designed website could have many potential features, such as:

- Service description, including hours and routes
- "Community Spotlight" briefs featuring drivers, passengers, and other stakeholders
- Complaints/compliments reporting mechanism
- Information on how to schedule, what to expect, FAQs





- Schedule/calendar of events, including stakeholder/community advisory meetings
- Links to other sites, including the County's, ADA information, FDOT
- Career opportunities; how to apply; basic requirements by function

These marketing strategy efforts have all been proven to save valuable administrative time as well as lower costs to the County. Town hall meetings are an efficient, inexpensive way to communicate with large groups of people. Printed materials created by Ride Right's in-house design staff will be effective without the high cost of an outside design firm. A dedicated website will provide all necessary information and reduce time spent by staff having to directly answer questions.

In addition to a robust marketing plan, branding efforts have proven to be highly effective in raising awareness and increasing ridership. At the County's request, Ride Right will utilize our design team to create a fully unique brand for the Sumter County program, including vehicle marketing, driver uniforms, and ID badges. Upon contract award, we will discuss options with County personnel and outline various branding opportunities that we have used successfully in past contracts.

### **Future Route Planning**

Ride Right has experience building routes that are based on our expertise with creating scheduling efficiencies. Our innovative ideas have saved money for transit agencies across the country. For example, in Martin County, Florida, Ride Right identified and designed new routes. To accomplish this, we gathered a month's worth of trip data, geocoded it, mapped it over the service area, and then evaluated the pick-up and drop-off locations. We also evaluated headways and requested trip times. When compared to the fixed route, we determined there could be efficient deviations, that paratransit trips could be supplied by fixed route, and that expanded service hours were needed. The fixed route provider expanded service from two (2) days per week to five (5) days and we successfully moved individuals to fixed and deviated fixed routes from the more expensive paratransit routes.

#### **Grant Assistance**

Ride Right has extensive experience assisting local agencies with future planning and grant securement. In Martin County, Florida, with Ride Right's assistance, MTM was awarded two (2) New Freedom Section 5317 grants in Martin County. With these grants, MTM supplied demand response circulator shuttles for passengers to take to work, as well as to life sustaining and nutritional activities. These service shuttles, operated by Ride Right, expanded coverage in terms of geography and hours of operation. We have also used the service to fill gaps in transportation needs of local social service agencies.





Funding streams acquired through Ride Right's grant assistance capabilities can be used for more than just service expansion. Our in-house grant research team can also find available funds for new or replacement vehicles, updated scheduling software or hardware, advertising and marketing to increase ridership awareness, and a variety of other uses.

### **Emergency Transportation Management**

Ride Right understands that in the event of a declared public emergency or disaster situation, the Contractor may be called upon to provide transportation of persons with special needs to appropriate shelters or other medical facilities as determined by the Health Department Director or designee. Ride Right will provide at least one (1) staff member per shift to reside in the County's Emergency Operations Center (EOC) during the emergency event to coordinate transportation services. We also understand that we may be required to transport others at the direction of the Emergency Management Director, and that we will be required to provide information to the County to allow it to claim emergency or disaster grants or reimbursements from the state and/or federal government.

Please find Ride Right's Emergency Preparedness Plan in **Attachment G**. Upon contract award, Ride Right will work closely with Sumter County personnel to customize this plan to meet the needs of this program.

#### **Special Transportation Services**

Ride Right understands that we may be requested to provide transportation services for Special Group/Special Event Trips to large groups, whether or not such groups qualify for transportation services under transportation disadvantaged programs, for transportation to events including but not limited to sporting events, art shows, tourist attractions, etc.

### 10. Leveraging Financial Strength to Operate the Program

Ride Right has the financial strength, backed by our associated corporation MTM, to successful operate the Sumter County program. In Tab 4 you will find further detailed information on Ride Right's financial makeup, as well as requested information in regard to required insurance coverages.

### 11. Providing Seamless Transition, Implementation, and Startup

Upon contract award, Ride Right will launch a proven implementation plan in order to ensure a smooth transition from the current County operations. Each step in Ride Right's implementation plan is designed to ensure a seamless transition with no disruption to services. Ride Right will also launch a marketing program designed to increase awareness of the available Sumter County services, and will hold discussions with County personnel about options for branding the program.





Ride Right approaches transition and implementation with a fluid strategic plan that is reviewed in an ongoing manner after the notice to proceed. We strive for complete partnership and transparency with the County in order to ensure a smooth and open transition period. This process accommodates any changing circumstances within the project. The entire implementation plan is created to achieve a seamless transition.



Continual Enhancement

To ensure that start-up moves efficiently and smoothly, Ride Right has selected Pat McNiff, Vice President of Operations, to serve as the Implementation/Start-up Manager. Pat reports directly to Alaina Maciá, President and CEO. This ensures Pat has the support and resources that he needs to make swift decisions and changes.

Ride Right does everything in its power to mitigate issues on these first few days of service and make the transition as easy as possible. To do this, we overstaff the office as well as our in-service drivers. By reducing the workload on each aspect of the operation, it allows for a heightened sense of service to Sumter County passengers. Overstaffing in both dispatch and drivers also insulates Ride Right and the County.

Ride Right took over operation of the V-Line intracity system September 1, and the switch has gone without a hitch.

Tyler Kent, Assistant City Planner, Valparaiso, IN





### Minimizing Transition Impact

In each of the projects that Ride Right staff has been connected with, one thing remains true: we focus on continuity of service. We will partner not only with the Sumter County, but also with your ridership. As noted above, we will institute a marketing program to raise awareness of the service and to increase ridership from the start. We will work to smooth this transition and achieve buy-in from your passenger population.

If there are benefits that can be instantly gained by modifying procedures that were inefficient, we correct them. If there are problems with the way that schedules were being created, or inefficiencies that exist, we correct these. If there are several areas requiring attention and improvement, we formulate a plan and roll out changes gradually with a focus on ensuring templates (if used) remain intact and service levels remain at their previous levels for riders per hour and length of ride time. When it comes to transportation functions, we utilize the time prior to transition to train drivers on subscription runs, so that they are familiar with neighborhoods and traffic patterns.

Because of ever-changing circumstances during start-up, the General Manager will hold a daily timeline meeting to ensure that we are meeting our goals and quickly recognizing any plan changes that need to be made. All changes will be reviewed with County staff to ensure that we are partnered on the transition.

To provide consistent service during transition, Ride Right will ensure that every detail of the transition is identified and assigned to a specific team member. The constant presence of Ride Right staff and executives will ensure there is only a positive impact on the provision of service.

Ride Right does not take a cookie cutter approach to managing transportation; we seek to customize each program to the exact needs of the stakeholders. Even after implementation, the General Manager will continue to be an advocate for quality service and stakeholder satisfaction.

In addition, key staff will be on site, or readily available, during transition. This includes Jason Ellis, Director of Paratransit Technology, and Frank Ciccarella, Vice President of Safety and Training, who will assist in staff recruitment and training, in addition to working in their areas of expertise. Jason will make several visits subsequent to the start-up date, and will continue to be available remotely not only to assist with scheduling software solutions, but to add the added benefit of his years of experience to County personnel. These key staff members, along with Pat McNiff, will ensure a smooth transition supported by corporate leadership. Collectively, these individuals have overseen hundreds of similar implementations.





Pat came into our office first thing Monday morning with a smile and patience that I had yet to witness in this business! He was a great observer, interacted with all the staff, got to know them on a first name basis and made a huge impact on me! He made some great recommendations but even better, he helped.

Carrie Woody, Public Transit Administrator, City of Lancaster, Ohio

Ride Right will provide a proposed Detailed Start-Up Plan, including tasks, dates, and resources upon contract award.





# 3. Key Staff and Personnel

### **General Manager**

Ride Right is proposing Norman Whitaker as General Manager for the Sumter County project. Norman has 28 years of experience in transit operations, all within the state of Florida. He is particularly well qualified for this position, having held such titles as Operations Manager and Interim/Acting Executive Director. He has managed all aspects of transit operations as well as staff. He has established and maintained bus operator, classroom, and CDL training, and served as a TSI Accident Investigator at the advanced level.

In operational experience, Norman has designed, established, and managed 20 fixed, 12 paratransit, and one downtown trolley service bus routes. He recommended and established inter-modal fixed route service, fixed route scheduling, and run cutting. He participated in location and design of bus stop locations, shelters, and amenities, and he evaluated, recommended, and assisted with the establishment of seven fixed bus routes.

Norman will be on-site and will be available via cell phone or email 24 hours a day, 7 days a week. He will work closely with the County-designated Transit Manager as the County's primary contact. All contact information, including emergency phone numbers, of all key on-site Ride Right staff will be provided to the County.

#### **Corporate Leadership Team**

Our corporate leadership team, which will support General Manager Norman Whitaker during both implementation and day-to-day activities, has implemented and managed hundreds of public transit programs for major transit companies in the industry. We have the expert staff and capabilities to manage this program with the highest level of commitment to your success. Ride Right has recruited and hired some of the most talented individuals from the industry, including:

Experience Summary of Proposed Staff				
Name and Title Qualifications Years of Relevant Experience				
Pat McNiff Vice President of Operations	Pat was a Regional Vice President for Laidlaw Transit and First Transit with oversight of large programs like Orange County, California.	20		





Experience Summary of Proposed Staff				
Name and Title	Qualifications	Years of Relevant Experience		
Frank Ciccarella Vice President of Safety and Training	Frank was the top safety and training executive at Laidlaw Transit and First Transit, responsible for 7,500 vehicles and 14,000 employees.	30		
Jason Ellis Director of Paratransit Technology	Jason was the scheduling software expert at First Transit for several years and worked for Trapeze Software as an Implementation and Project Manager.	12		
Gary Richardson Chief Financial Officer	Gary was the CFO for MV Transportation for eight (8) years and, prior to that, a Controller for Laidlaw Transit.	15		

Figure 10. Ride Right's Executive Staff has a combined total of 77 years of transportation experience.

These individuals will be focused on your program's success and dedicated to delivering a superior program. Resumes for indicated key staff are provided in **Attachment B.** 

### Vice President of Operations, Pat McNiff

Along with our proposed General Manager, Norman Whitaker, Pat McNiff will be responsible for managing all start-up activities and will work on-site with the Vice President of Safety and Training to hire and train all operations personnel and will attend all transition meetings with stakeholders. He will work to improve efficiency and maximize assets to more effectively meet the needs of Sumter County's riders. Pat joined Ride Right in 2009 and adds a vital component to our leadership team based on his extensive experience. Pat has managed operations of two (2) vehicles up to 350. Pat has served in leadership positions in the transportation industry for more than 20 years with Laidlaw Transit Services and First Transit. He successfully managed 33 contracts at 17 operating locations with revenues of over \$70 million for Laidlaw's public transit division. His broad experience includes managing contracts for ADA paratransit, Medicaid transportation, fixed-route and fixed-route deviation, general public dial-arides, ADA paratransit, commuter express, airport rental car shuttles, paratransit feeder routes, and college campus circulators. He has managed start-ups and ongoing operations in 12 different states.

### Vice President of Safety and Training, Frank Ciccarella

Frank will ensure all staff members are properly trained, including supervisor and management personnel. He is responsible for standardizing our training programs for drivers to ensure quality, safe transportation for our passengers. Frank comes from First Transit and Laidlaw where he designed driver and supervisor training programs. For First Transit, he was the top individual in charge of safety





for more than 180 facilities and 7,500 vehicles. Frank joined Ride Right in 2010 and has more than 30 years of experience in the areas of operations, safety, and training. His experience places Ride Right's training in line with industry leading programs in place for multi-billion dollar transportation companies. Frank was honored with the 2007 APTA Gold Award for the best overall safety program in America.

I just wanted to send you a quick email to tell you how impressed I have been with the transition from (incumbent) to Ride Right in such a short amount of time that you were given to transition. This has been very smooth for the drivers, the city, and for our riders (much smoother than I anticipated). Lynn and Frank have lived in the office for the past few weeks and have done a tremendous job with training/retraining.

Carrie Woody, Public Transit Administrator, City of Lancaster

### **Director of Paratransit Technology, Jason Ellis**

Jason joined Ride Right in 2009 and has worked with paratransit scheduling technology for 12 years, including for Trapeze Software and First Transit. Jason has overseen startups and new product installations for more than 60 government and private transit agencies, and has extensive experience working with the many transportation scheduling systems. During implementation and start up, he will be available to analyze software settings, batch parameters, and the use of the County's system to ensure that Ride Right is performing as efficiently as possible and that County policies are being consistently executed throughout the system.

Many of Jason's training programs have included specific scheduler instruction that resulted in increased scheduled productivity, as well as dispatcher training that increased performance productivity. The crucial aspect of this process has been ensuring that the historical performance statistics are utilized to forecast "driveable" routes, making sure that estimated times match real delivery times for time of day, day of week, and for each part of the service area.

Once the scheduling system and service are aligned, Jason's focused training continues on to the day of a dispatcher to ensure that they are proactively working the trip schedule to reduce late trips and service disturbance caused by unavoidable day of service issues. This includes training dispatchers in the tools available with real time AVL to find the closest vehicle, forecast late deliveries, communicate proactively with potentially late drivers, identify schedule "creep" to minimize service impact, and communicate effectively with clients if service impact becomes unavoidable.





### **Chief Financial Officer, Gary Richardson**

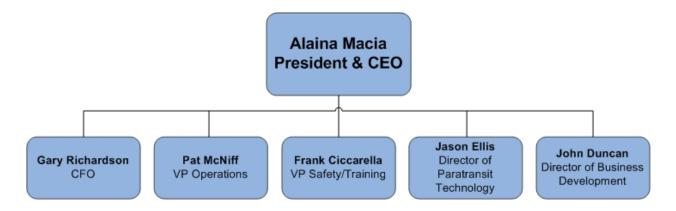
Gary joined MTM in 2008 and is the driving force behind the formation of Ride Right, overseeing the Finance, Accounting, and Human Resources functions. Gary works to ensure that Ride Right is a financially strong and viable company able to fully support this program. Gary has more than 20 years of financial management experience with large transportation contracting companies and with the national accounting firm Deloitte & Touche. He is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants. Gary has extensive experience in building financial infrastructure, including people and systems, for rapidly growing companies. He began his transportation career with Laidlaw Transit Services where he served as a controller. Gary started with oversight of \$20 million in business, which grew to \$200 million plus by the time of his departure from Laidlaw. He then served as CFO for MV Transportation for eight (8) years during the period of their explosive growth from a \$27 million company to a \$550 million company. He had full responsibility to ensure billing practices were accurate and farebox controls were solidly in place.

#### President and CEO, Alaina Maciá

Alaina is responsible for overseeing all operations within Ride Right. She is the executive liaison for all contractual and operational matters and ensures all contract deliverables are met within the required timeframes. Alaina has been with MTM in a senior management role since 2003. Her focus is to drive Ride Right to be the leader in high quality transportation.

#### **Organizational Chart**

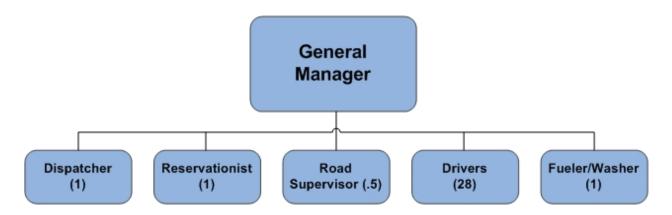
The following organizational chart further illustrates Ride Right's "chain of command".







The organizational chart below shows the proposed staffing pattern for the Sumter County program:



### **Driving Staff**

Twenty-eight (28) drivers will be hired to staff vehicle operations. Door-to-door service from pick-up point to destination will be provided as specified on each manifest, and established deviated-fixed route services will also be performed as directed by Sumter County.

Ride Right has a proven history of maintaining high standards of service and ensuring sufficient personnel during periods of transition and implementation. We will ensure that any drivers retained from the current County operation not only meet our exacting standards, but also agree to continue providing service throughout the transition with no interruption.

Ride Right is proud of our hiring and retention procedures and successes. We do not have the "revolving door" of employees common to many transportation organizations. We offer a two-tiered medical benefits program rare in the industry, and tend toward above-market rates for drivers, as reflected in our pricing. All drivers are held to Ride Right's high quality standards during recruitment and hire. The steps detailed below are required of all driver applicants and are presented in the order that they are to be conducted:

- Screening Interview
- 2. Employment Application
- 3. Interview
- 4. Job Offer
- 5. Safety Verification Process (Safety Checks)
- 6. Reference Verification and Social Security Identification





### **Driver Qualifications / Protocol Specifics**

- 1. Review driver application and DMV history report
- 2. Interview by the hiring manager
- 3. Send applicant for a physical & substance abuse test
- 4. Send for criminal records check
- 5. Schedule training for driver position or monitor position. This includes both classroom and behind-the-wheel training.
- 6. Review start dates and times of training
- 7. Complete the Driver Evaluation Program

Once all approvals (driving record, transcript, physical, substance abuse test, MVR and CRC background checks) are obtained and the applicant has successfully and proficiently completed training, they are placed into revenue service. All policies and procedures relevant to local Sumter County operations will also be completed prior to revenue service.

Ride Right understands the vital importance of developing a stable team of fully trained and experienced drivers for the Sumter County program, and of retaining these drivers once hired and trained.

For the Sumter County program, we will ensure all drivers meet the requirements listed in this RFP. Drivers must have a valid Florida driver's license appropriate to the vehicle s/he will drive for Ride Right. All applicants will undergo driver, criminal, child abuse, and elderly abuse background checks, as well as a United States Department of Transportation physical and drug/alcohol test. Ride Right will maintain all related forms and submit to County personnel as required.

Through our extensive and proven screening, hiring, and training processes, Ride Right will meet or exceed the requirements for drivers outlined in the RFP, as follows:

#### **Driver Standards**

All Ride Right drivers assigned to the Sumter County program will adhere to the following standards:

- Each driver shall possess a Class B valid driver's license with Passenger Endorsement and Air Brakes and shall be trained in the proper operation of the vehicle and its accessories.
- Each driver shall possess all locally required licenses and /or permits.
- Driver must be a licensed driver for a minimum of three (3) years, and meet the requirements of Ride Right's insurance requirements.





- While on duty, driver shall wear a name tag and picture identification visible at all times. All
  drivers shall be required to wear a standardized uniform while working.
- Drivers shall at all times maintain proper grooming and personal hygiene.
- Drivers shall collect all data required by the Sumter County to be used in preparing reports and passenger surveys.
- Driver shall collect and safeguard all fares in accordance with the Agreement.
- Before hiring or assigning a driver to service Ride Right shall conduct or have conducted a
  Level II background check based on the driver's social security number. No driver shall be hired
  or assigned to the Agreement if a violation of FI.Stat. 435.04 would occur.
- Driver shall not solicit or accept gratuities or any other money or favors from passengers.
- Ride Right agrees to follow all federal and state standards which govern its drivers. Ride Right
  agrees to maintain a file on each driver that includes copies of annual motor vehicle records,
  record of complaints, commendations and accident reports, and documentation of training
  completed. In compliance with the Florida Department of Transportation, Ride Right agrees to
  maintain a separate confidential physical and drug screen file.
- Ride Right shall provide a driver training program which shall conform to all state and federal requirements.

Below is MTM's Driver Decision Matrix for hiring drivers with violations and/or collisions.

	0 At Fault Collisions	1 At Fault Collision	2 At Fault Collisions	3 At Fault Collisions
<b>0</b> Violations	AC	AC	UN	UN
1 Violations	AC	AC	UN	UN
2 Violations	AC	BL	UN	UN
3 Violations	AC	BL	UN	UN
4 Violations	BL	UN	UN	UN

Key= AC – Acceptable, BL – Borderline, UN- Unacceptable

At Fault – Any collision where the driver is cited with a violation, or negligently contributes to the collision or any single vehicle collision where the cause is not equipment related. In addition, the National Safety Council Guide to Determining Preventable vs. Non-Preventable collision ratings will be used.

Note: Any applicant or employee with a BL rating can be hired or maintain employment provided they can demonstrate proficient driving abilities, attend regular safety meetings, and have written notification to their file regarding the improvement of their driving record.

Source: NIIC suggested acceptability guidelines





#### **Driver Retention**

Sumter County can be confident that Ride Right is aware of current retention trends and issues, and will work with existing and new employees to ensure continuity of service. Ride Right offers attractive

wage and benefits packages, provides initial and ongoing training, and maintains a positive "open door" environment to empower our employees to communicate issues and concerns. This is more than just filling the driver's seat on a bus or a chair behind a desk; we take a comprehensive and thorough approach to every step of an employee's experience with Ride Right.

In one of our recent contract awards in Lancaster, Ohio, we were successful in retaining 100% of the incumbent staff.

Ride Right will hold open meetings for the County's current employees

after the notice to proceed. These meetings will be held often and at times that would eliminate any impact on service, and will help us communicate our hiring and training process for any employees who wish to transition to Ride Right.

### **Wage Rates and Benefits**

Among the attributes leading to our successful operation of programs similar to the Sumter County program is our traditionally low turnover rate and the retention of long-term, successful employees from prior providers. To illustrate our commitment to reducing current turnover rates, we have budgeted a driver weighted average wage rate that we believe, through research, is a comparable or higher starting wage rate than what is offered in similar programs. We also offer a benefits package that features a multi-tiered program of coverage options, enabling more employees to obtain appropriate coverage and greater flexibility in their choices. These innovations will aid in driver recruitment, satisfaction, and retention. Benefits offered to all full-time employees include:

- Holiday pay: All full-time drivers will receive 48 hours per year of holiday pay. All part-time employees will receive 24 hours of holiday pay.
- Paid Time Off: All employees will accrue paid time off (PTO) commensurate with the number of hours worked each month up to a maximum or 40 hours per year.
- Life Insurance: All full-time employees will receive a company paid \$10,000 life insurance policy. All part-time employees will receive a company paid \$5,000 life insurance policy
- 401(k): All employees, both full and part-time, are eligible to enroll in the company sponsored 401(k). The company will match 25% of the employees first 6% of salary contributed to their account.
- Safety Bonus: All drivers who complete each quarter with no absences, no valid customer complaints, and no preventable accidents will receive \$50.00





- Medical: All employees are eligible for enrollment in the company's Low Cost Alternative health Plan after 90 days of employment.
- Sign-on bonus: All employees who successfully pass all required background check checks and transition training will be given a \$100 sign-on bonus payable on their first day of operation.

### **Scheduling and Dispatch Staff**

Ride Right proposes to hire two (2) staff members to perform scheduling services such as call intake and dispatching. Dispatchers and reservationists are a crucial part of a successful paratransit program as they are the first point of customer contact. They manage and monitor performance while also serving as ambassadors, bridging the gap between Sumter County and its ridership. We also believe that because trip entry and data validation/confirmation from the beginning lends itself to efficient and accurate scheduling, we stress and promote good data entry and validation skills throughout our training. Because we understand the importance of these positions we also appreciate the hiring and retaining of effective dispatcher/reservationists with knowledge of the proposed software solution, Win Trip, in Sumter County. Ride Right will also work with WillisWare software to ensure the software version is up to date and all possible training has taken place. To maintain a high level of service, dispatchers and reservationists will undergo the thorough training program described above in Training.

#### **Personnel Policies**

Ride Right has stringent personnel policies in place, and will augment and customize these policies to comply with Sumter County's rules and regulations. As part of these stated personnel policies, no drivers are allowed to smoke, eat, or drink in the vehicle, nor will they allow passengers to do so. A sign will be prominently posted inside the vehicle advising passengers of this prohibition. Ride Right will ensure that no driver is allowed to play music of any type, including the use of portable listening devices such as an iPod, while in service for Sumter County. Passengers will be notified that they may use personal listening devices if headphones are used.

All applicable state and federal laws, regulations, rules, and procedures will be followed as part of Ride Right's employee policies. As noted above, a fully outlined and enforced drug and alcohol policy is in place as part of Ride Right's employee policies, and will be customized to follow the County's rules and regulations. Ride Right is committed to providing a safe, healthy, and productive work environment for our employees and Sumter County's ridership. That commitment is jeopardized when any one of our employees is under the influence of alcohol or drugs while at work, or possesses, distributes, or sells drugs or alcohol in the workplace.





### **Employee Appearance**

To ensure that drivers display a professional appearance and a positive reflection on Ride Right and Sumter County at all times, Ride Right strictly enforces the following dress code and hygiene policy:

#### Hair

Long hair must be secured

#### Footwear

- Closed-toe shoes
- Socks

### Identification Badges

- Worn at all times
- Photograph and name must be visible

#### Hygiene

- · Daily bathing and oral hygiene
- Clean body and minimized body odors
- No heavily scented perfumes, colognes, and lotions
- Clean, trimmed fingernails
- Neat and well-groomed hair, sideburns, mustaches, and beards. No artificial colors that would be considered "extreme" and outside of the norm
- Moderate make-up

#### Grooming

- Clothing must be clean, pressed, in good condition, and fit appropriately
- Clothing must not interfere with the safe operation of equipment
- Body piercing must be limited to three (3) per ear. Other visible body piercings are unacceptable, unless demanded by religion/culture
- Tattoos that are perceived as offensive, hostile, or diminish the effectiveness of the employee must not be visible to passengers or staff

#### Attire

 Drivers and staff are to wear an approved uniform. Uniform must be laundered between shifts

#### Compliance

- Departure from appropriate grooming, hygiene, and attire standards will result in employee counseling and/or disciplinary action up to and including termination of employment
- Personal appearance standards may be reviewed periodically and updated as deemed necessary





### **Driver Uniform**

As noted above, Ride Right has policies and procedures currently in place for the design of driver uniforms, and will work with Sumter County upon contract award to design and implement a dress code that includes an appropriately branded uniform.

The driver's uniform will consist of the following:

- Black slacks
- Solid long- or short-sleeve button-up shirt or polo-type shirt
- Closed-toe black shoes
- Dark-colored coat or jacket as appropriate
- Limited jewelry and other accessories, including no dangling or large hoop jewelry that might create a safety hazard to self or passengers or interfere with the driver's duties







# 4. Available Resources

### **Financial Strength**

Ride Right and MTM have the necessary finances to operate this program, and we show a trend of increasing financial strength. We are privately owned with little debt and low shareholder return requirements. Ride Right has effective controls in place to monitor expenses and manage resources. This is best demonstrated by Ride Right's profitable margins and high return on investments, as shown in **Figure 11**.

Financial Indicator	Actual 2010	Projected 2011
Net Profit Margin	8.7%	9.0%
Return on Invested Capital	34.1%	37.5%

Figure 11: Financial Indicators.

Ride Right has available cash and cash flow from operations as well as access to committed financing from MTM. MTM has a \$5.5 million operating line of which \$2.0 million is unused and available as of April 11, 2011.

Please see **Attachment H** for a copy of MTM's audited financial statements and annual reports for the period January 1, 2009 – December 31, 2009. Also included are Ride Right's unaudited financials for 2009-2010. Ride Right is a consolidated entity of MTM and Affiliates as of January 1, 2010.

Ride Right has never failed to complete a contract since its inception.

#### **Insurance Requirements**

Ride Right will obtain and keep in force during the term of this contract the insurance coverage described below. Insurance policies will be carried with companies that are satisfactory to the County and licensed to do business in the State of Florida. Certificate(s) evidencing such coverage shall be furnished to the County prior to commencing any work under any contract resulting from this RFP. The certificate(s) will contain a provision that coverage will not be cancelled, reduced, or permitted to lapse unless at least thirty (30) days' prior written notice has been given to the County. The Policies will name Sumter County as the Certificate Holder.





Ride Right will provide insurance on all vehicles associated with this contract, as outlined in the RFP. Insurance policies will insure Ride Right as per the following minimum limits:

- General Liability insurance on forms no more restrictive than the latest edition of the Commercial General Liability policy (CG 00 01 or CG 00 02) of the Insurance Services Office or equivalent without restrictive endorsements, with the following minimum limits and coverage:
- Each Occurrence/General Aggregate \$1,000,000/\$2,000,000
- Products-Completed Operations \$2,000,000
- Personal & Adv. Injury \$1,000,000
- Fire Damage \$50,000
- Medical Expense \$5,000
- Contractual Liability Included
- Medical Malpractice Included
- Automobile liability insurance, including owned, non-owned and hired autos with the following minimum limits and coverage: Combined Single Limit \$1,000,000
- Comprehensive and Collision coverage for the value of all vehicles utilized in this contract.
- Workers' compensation insurance based on proper reporting of classification codes and payroll amounts in accordance with Chapter 440, Florida Statues, and/or any other applicable law requiring workers' compensation (Federal, maritime, etc). If not required by law to maintain workers compensation insurance, the vendor must provide a notarized statement that if he or she is injured, he or she will not hold the Sumter County responsible for any payment or compensation.
- Employers Liability with the following minimum limits and coverage:
- Each Accident \$100,000
- Disease-Each Employee \$100,000
- Disease-Policy Limit \$500,000

Please see Attachment I for sample Ride Right Certificates of Insurance.





### 5. Cost

### **Sumter County Pricing Narrative**

Ride Right is pleased to provide Sumter County with pricing for transportation services, Option 2. Using the information you provided, we made certain assumptions in completing the pricing, as follows:

- **Productivity:** We assumed we will be able to improve productivity from its current level to 2.0 trips per hour.
- Vehicles for Stretcher and Bariatric Trips: We assumed we will subcontract out stretcher and bariatric trips, and accordingly, we do not anticipate purchasing vehicles for this segment of the service. We assumed volume will not change significantly from the 91 trips per year as reported in the AOR report provided by the County.
- **Facility:** As instructed through the question and answer process, our pricing includes costs necessary for us to provide a facility.
- Maintenance: Our pricing includes costs for repairs to vehicles for damage from collision or vandalism. We assumed the County will be responsible for all preventative maintenance and other repairs.
- Rates: We have utilized the information available to us to generate per trip and hourly pricing.
   We have provided rates that we anticipate to be appropriate for the first year of services of the Contract. Costs for labor, fuel, parts, and other items will likely change during the five year maximum term of the contract. We understand and appreciate that the Rate Adjustment paragraph included in the draft contract is intended to protect both the contractor and County.

Sumter County Pricing		
Ambulatory rate	Per Trip	\$17.08
Wheelchair rate	Per Trip	\$19.33
Stretcher trips	Per Trip	\$78.00
Bariatric trips	Per Trip	\$92.00
Special group and special event	Per Hour	\$34.66
Deviated fixed route	Per Hour	\$34.66





# **Attachments**

Attachment A Exhibit L

Attachment B Resumes

Attachment C Driver Training Materials

Attachment D Ride Right Safety Program

Attachment E Vehicle Cleaning Checklist

Attachment F Sample Valparaiso Reports

Attachment G Ride Right Emergency Preparedness Plan

Attachment H Financials

Attachment I Certificates of Insurance

Attachment J SmartDrive Brochure

Attachment K Road Supervisor Training

